

EXHIBIT 24

FORM PTO-685
(REV. 2-75)U.S. DEPARTMENT OF COMMERCE
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ASSIGNMENTS

☒ No previous assignments of record as of 4/13/86
☐ See Title Record for ownership information prior to this record

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|----------|---------|
| REG. NO. | 1372474 |
| SER. NO. | |

SERIAL NUMBER: 73505693
 REGISTRATION NUMBER: 1372474
 REEL: 0522 FRAME: 0693
 STATUS: RECORDED DOCUMENT
 NUMBER OF PAGES: 002
 MARK: SITUATIONAL LEADERSHIP
 REGISTRANT: MANAGEMENT AND EDUCATIONAL DEVELOPMENT,

DATE FILED : 10/26/1984
 DATE REGISTERED: 11/26/1985
 DATE RECORDED : 04/14/1986
 DATE IN SYSTEM : 00/00/0000
 DATE KEYED : 00/00/0000
 DATE MAILED : 00/00/0000

ASSIGNOR: MANAGEMENT AND EDUCATIONAL DEVELOPMENT, INC. DATE SIGNED : 00/00/0000

ADDRESS : 230 WEST THIRD AVE.
 ESCONDIDO, CA 92025

DATE ACKNOWLED: 04/03/1986

ENTITY : CORPORATION
 CITIZENSHIP: OHIO

ASSIGNEE: LEADERSHIP STUDIES
 ADDRESS : 230 WEST THIRD AVE.
 ESCONDIDO, CA 92025

ENTITY : CORPORATION

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TO PERFORM ANOTHER SEARCH ENTER THE TRANSACTION CODE AND SEARCH STRATEGY HERE:

TM ASSIGNMENT REGISTRATION NUMBER QUERY (CONT)

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BRIEF: ASSIGNS THE ENTIRE INTEREST AND THE GOODWILL

7-26-91
 MFC

Int. Cls.: 16 and 41

Prior U.S. Cls.: 21, 22, 38 and 107

Reg. No. 1,372,474

United States Patent and Trademark Office Registered Nov. 26, 1985

**TRADEMARK
SERVICE MARK
PRINCIPAL REGISTER**

SITUATIONAL LEADERSHIP

MANAGEMENT AND EDUCATIONAL DEVELOPMENT, INC. (OHIO CORPORATION)
230 WEST THIRD AVENUE
ESCONDIDO, CA 92025

FOR: EDUCATIONAL KITS FOR IMPROVING MANAGEMENT SKILLS AND EMPLOYEE PRODUCTIVITY, PRIMARILY COMPOSED OF TRAINING MANUALS, VIDEO TAPES, PAMPHLETS, AND A BOARD GAME USED AS AN EXPERIENCE SIMULATOR, IN CLASS 16 (U.S. CLS. 21, 22 AND 38).

FIRST USE 2-1-1967; IN COMMERCE 2-1-1967.

FOR: EDUCATIONAL SERVICES, NAMELY, CONDUCTING SEMINARS IN THE FIELD OF MANAGEMENT SKILLS, IN CLASS 41 (U.S. CL. 107).

FIRST USE 2-1-1967; IN COMMERCE 2-1-1967.

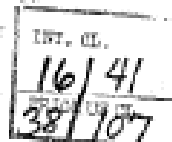
SEC. 2(F).

SER. NO. 505,693, FILED 10-26-1984.

HENRY S. ZAK, EXAMINING ATTORNEY



505663



COMBINED -

1 Applicant: MANAGEMENT AND EDUCATIONAL DEVELOPMENT, INC.,
 2 an Ohio corporation
 3 Address: 230 West Third Avenue
 Escondido, California 92025
 4 First Use: February 1, 1967
 5 In Commerce: February 1, 1967
 6 Goods and Services: Educational kits for improving management
 7 skills and employee productivity, primarily
 8 composed of training manuals, videotapes,
 9 pamphlets, and a board game used as an
 10 experience simulator; and educational
 11 services, namely, conducting seminars
 12 in the field of management skills

SITUATIONAL LEADERSHIP

REGISTERED
 NOV 28 1985
 PAT. & T.M. OFFICE

PUBLISHED

SEP 17 1986

1372474

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Applicant: MANAGEMENT AND EDUCATIONAL DEVELOPMENT, INC.,
an Ohio corporation

Address: 230 West Third Avenue
Escondido, California 92025

First Use: February 1, 1967

In Commerce: February 1, 1967

Goods and Services: Educational kits for improving management skills and employee productivity, primarily composed of training manuals, videotapes, pamphlets, and a board game used as an experience simulator; and educational services, namely, conducting seminars in the field of management skills

SITUATIONAL LEADERSHIP

4



UNITED STATES DEPARTMENT OF COMMERCE
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Washington, D.C. 20231

REGISTRATION NO. 1372474

SERIAL NO 73/505693

PAPER NO.

MAILING DATE: 11/13/91

MARK: SITUATIONAL LEADERSHIP

REGISTRANT: LEADERSHIP STUDIES

CORRESPONDENCE ADDRESS:

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Please furnish the following
in all correspondence:

1. Your phone number and zip code.
2. Mailing date of this action.
3. Assistant/Commissioner's name.
4. The address of all correspondence
not containing fees should include
the words "Box 5".
5. Registration No.

RECEIPT IS ACKNOWLEDGED OF THE SUBMITTED REQUEST UNDER:

SECTION 8 OF THE TRADEMARK STATUTE AND 37 CFR SECS. 2.161-2.166.

SECTION 15 OF THE TRADEMARK STATUTE AND 37 CFR SECS. 2.167-2.168.

YOUR REQUEST FULFILLS THE STATUTORY REQUIREMENTS AND HAS BEEN ACCEPTED.

FRANCES A. PROHL
AFFIDAVIT-RENEWAL EXAMINER
TRADEMARK EXAMINING OPERATION
(703) 308-9500 EXT. 37



400 311 TM

DECLARATION UNDER SECTIONS 8 & 15
OF THE TRADEMARK ACT OF 1946

Mark: SITUATIONAL LEADERSHIP

Classes: 16 and 41

Registration No.: 1,372,474

TO THE COMMISSIONER OF PATENTS AND TRADEMARKS:

ALEXANDER J. OGG, JR. declares that he is the President of LEADERSHIP STUDIES, a California corporation, having a place of business at 230 West Third Avenue, Escondido, California 92025, and that he is authorized to make this Declaration on behalf of said corporation; that said corporation owns Registration No. 1,372,474 dated November 26, 1985, as shown by the Patent and Trademark Office records; that the mark shown therein has been in continuous use in interstate commerce for five (5) consecutive years from November 26, 1985 to the present in connection with the following goods recited in the Registration: "EDUCATIONAL KITS FOR IMPROVING MANAGEMENT SKILLS AND EMPLOYEE PRODUCTIVITY, PRIMARILY COMPOSED OF TRAINING MANUALS, VIDEO TAPES, FAMPHLETS, AND A BOARD GAME USED AS AN EXPERIENCE SIMULATOR, IN CLASS 16" and the following services recited in the Registration: "EDUCATIONAL SERVICES, NAMELV, CONDUCTING SEMINARS IN THE FIELD OF MANAGEMENT SKILLS, IN CLASS 41"; that the mark is still in use in interstate commerce in the form shown on the attached specimens; that there has been no final decision adverse to Registrant's claim of ownership of said mark to its right to register the same or maintain it on the Register; that there is no proceeding involving any of said rights pending

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and not disposed of either in the Patent and Trademark Office or in the courts; that all statements made herein on information and belief are believed to be true; and, further, that these statements were made with knowledge that willful false statements and the like so made are punishable by fine or imprisonment or both under Section 1001 of Title 18 of the United States Code, and that such willful false statements may jeopardize the validity of this Declaration for any action resulting therefrom.

Registrant hereby appoints Welton B. Whann of the firm of Harness, Dickey & Pierce, 890 Bank of America Plaza, 450 "B" Street, San Diego, California 92101, a member of the Bar of the State of California, to prosecute this Declaration, to transact all business in the Patent and Trademark Office in connection therewith, and to receive the acceptance notice.

LEADERSHIP STUDIES

DATED: 5/2/91 ✓

By: 
Alexander J. Ogden, Jr.
President

510
Class 41

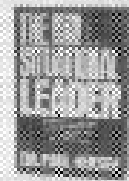
Class 16
on book



SITUATIONAL LEADERSHIP

IT ADVERTISING IS
CHANGING THE WORLD

When the Berlin Wall collapsed, Western leadership went in. The New York Times editorialized that Western leadership "amounted to what has happened in many countries before."



| Threatened or Endangered Species | Key Habitats |
|----------------------------------|--------------|
| • Bald Eagle | Wetlands |
| • Osprey | Wetlands |
| • Snail | Wetlands |
| • Mudpuppy | Wetlands |
| • Salamander | Wetlands |

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These local leadership roles have had several impacts. Different cultures and organizations in the 1990s were often reluctant to accept the idea of a local leadership network. It was not until the 2000s that the concept of local leadership was widely accepted and implemented in many countries.

2000-2001

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Our study shows that women who reported a previous history of self-harm were more likely to use the mental health services in reproductive health care settings during pregnancy, having been identified and effectively treated.

CITYWIDE HISTORICAL LEADERSHIP

For a complete list of the 100 most common weeds, visit our website. You can be notified by e-mail when it's out there through almost every part. The information is updated regularly to help you control any weeds that appear in your garden. We also have a list of 100 most common weeds that you can use to identify weeds in your garden. We also have a list of 100 most common weeds that you can use to identify weeds in your garden.

Received 25 September 2002; accepted 10 April 2003

It is not clear how the new model compares to previous models in terms of its ability to predict and explain the results of the experiments. The authors claim that the model is able to predict the results of the experiments, but they do not provide any evidence to support this claim. The model is also able to explain the results of the experiments, but it is not clear how it does this. The authors claim that the model is able to explain the results of the experiments, but they do not provide any evidence to support this claim.

INTERNATIONAL JOURNAL

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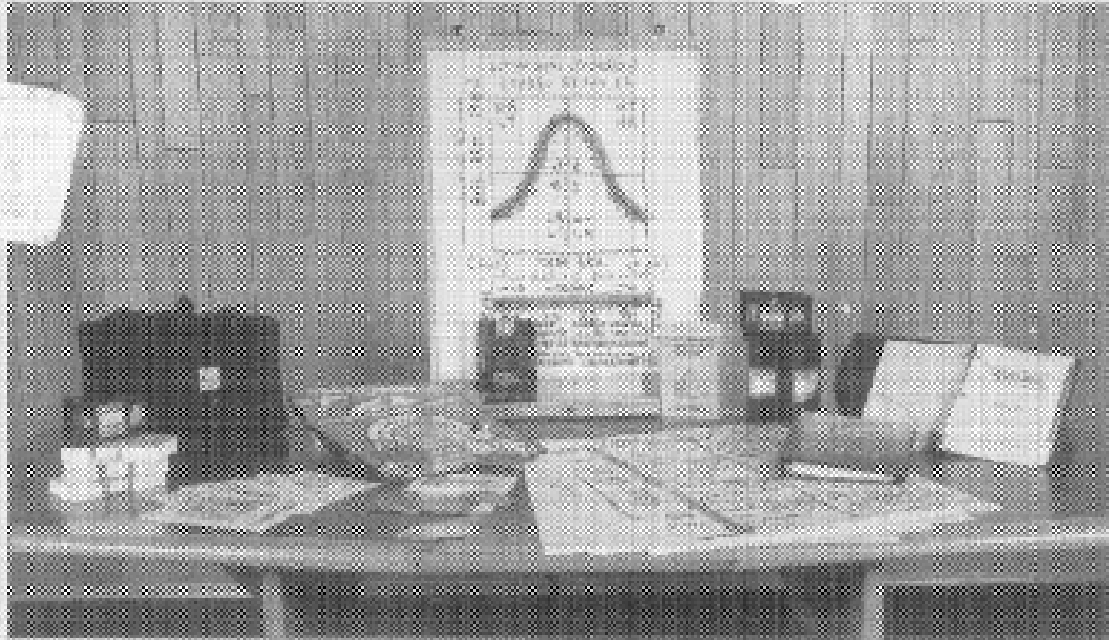
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DECLARATION OF INTEREST

These findings indicate the need to extend the existing program to a more comprehensive program with a series of follow-up programs to extend participation rates to women. Successful implementation requires that the program be extended to include a series of follow-up programs, which would require more funding.

$$\frac{1}{\Gamma(\alpha)} \int_0^t (t-s)^{\alpha-1} f(s) ds = \int_0^t \frac{1}{\Gamma(\alpha)} (t-s)^{\alpha-1} f(s) ds$$

doi:10.1371/journal.pone.0142022.g002



SITUATIONAL LEADER TOOL KIT

Each participant in a classic Situational Leadership workshop will receive a "fully toolied" application package. Managers walk away with a comprehensive plan for transforming themselves into leaders and coaches. Each participant receives a full application package:

- Training Manual
- Personal Leadership Style Feedback
- Diagnostic S&BI Activities
- Leader Action Plan

IN-COMPANY SOLUTIONS

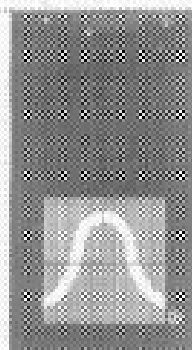
In addition to public training sessions, custom in-company seminars are available. A comprehensive seminar Leader Administration Kit includes:

- Fast-paced instructional video
- Tools to apply concepts to realistic work situations
- Self assessment tools to analyze current comprehension and performance
- Simulations for skill testing
- Additional visual aids
- Back-up trainer reference video
- Situational Seminar Leader's Guide



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SITUATIONAL LEADERSHIP

A Summary

Developed by Paul Hersey

Over the last few decades, progress in the field of management have been involved in a search for a "best" style of leadership. But, the evidence from research clearly indicates that there is no single, all-purpose leadership style. Successful leaders are those who can adapt their behavior to meet the demands of their own unique situation.

SITUATIONAL LEADERSHIP MODEL

A "Situational Leadership" Model helpful to managers in diagnosing the demands of their situation has been developed as a result of extensive research. This model is based on the amount of direction (task behavior) and the amount of socioemotional support (relationship behavior) a leader must provide given the situation and the level of "readiness" of the follower or group.

Task Behavior and Relationship Behavior

The categorization of task and relationship as two critical dimensions of a manager's behavior has been an important part of management research over the last several decades. These two dimensions have been given various labels ranging from "autocratic" and "democratic" to "instrumental" and "people-oriented."

For some time, it was believed that task and relationship behaviors were opposite ends of leadership and, therefore, could be represented on a single continuum, making four very authoritarian leader behavior styles at one end and four permissive leader behavior styles at the other end.

In more recent years, the idea that task and relationship behaviors were opposite leadership styles has been discarded. In particular, extensive leadership studies at Ohio State University questioned this assumption and showed that other assumptions were more reasonable and would lead to more useful theories of leadership.

By spending time actually observing the behavior of leaders in a wide variety of situations, the Ohio State staff found that they could classify most of the activities of leaders into two distinct and different behavioral categories or dimensions. They named these two dimensions "initiating structure" task behavior and "consideration" relationship behavior. These two dimensions can be defined in the following way:

Task behavior is the extent to which a leader engages in one-way communication by explaining what each follower is to do as well as when, where, and how tasks are to be accomplished.

Relationship behavior is the extent to which a leader engages in two-way communication by providing socioemotional support, "psychological climate," and facilitating behaviors.

In the leadership studies mentioned, the Ohio State staff found that leadership styles tended to vary considerably. The

behavior of some leaders was characterized mainly by structuring activities for their followers in terms of task accomplishment, while other leaders concentrated on providing socioemotional support in terms of personal relationships between themselves and their followers. Still other leaders had styles characterized by both high task and high relationship behavior. There were even some leaders whose behavior tended to provide little task or relationship for their followers. No dominant style of leadership emerged across a wide range of leaders working in many different work settings. Instead, various combinations were visible. Three clear adaptations of leader behavior can be placed on two separate and distinct axes as shown in Figure 1.

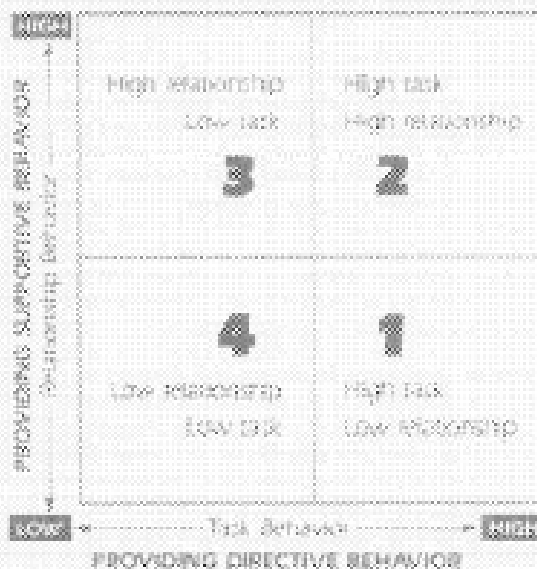


Figure 1. Four basic leader behavior styles

Since research in the past several decades has clearly supported the contention that there is no "best style of leadership," any of the four basic styles shown in Figure 1 may be effective or ineffective depending on the situation in which it is being applied.

Situational Leadership is based on an interplay among all the content of direction task behavior a leader provides, the amount of socioemotional support relationship behavior a leader provides, and (3) the "readiness" level that followers exhibit on a specific task, function, activity, or objective that the leader is attempting to accomplish through an individual or group follower(s).

UNIT 10: THE LIVER

The liver is the largest internal organ in the body. It is located in the upper right quadrant of the abdomen, just below the diaphragm. The liver is responsible for a wide range of functions, including filtering toxins from the blood, producing bile to aid in digestion, and storing energy in the form of glycogen. It also plays a key role in the production of proteins and the regulation of blood clotting.

The liver is a large, reddish-brown organ that is divided into two main lobes, the right and left lobes. The right lobe is larger than the left lobe. The liver is connected to the gallbladder, which stores bile produced by the liver. The liver is also connected to the stomach and the small intestine.

The Liver's Function

The liver's primary function is to filter toxins from the blood. It does this by taking blood from the stomach and the small intestine and filtering it through a series of small blood vessels called sinusoids. The liver also produces bile, which is used to break down fats in the small intestine. The liver is also responsible for the production of proteins and the regulation of blood clotting. The liver is a vital organ, and its failure can lead to serious health problems.

Signs of Liver Disease

There are several signs and symptoms that can indicate liver disease. These include yellowing of the skin and the whites of the eyes (jaundice), dark urine, light-colored stools, and fatigue. Other signs include abdominal pain, swelling, and a loss of appetite. If you experience any of these symptoms, it is important to see a doctor for a diagnosis.

The liver is a complex organ with many functions. It is important to take care of your liver by eating a healthy diet, exercising regularly, and avoiding alcohol and drugs. If you have any concerns about your liver health, talk to your doctor.

Source: CDC, Center for Disease Control and Prevention

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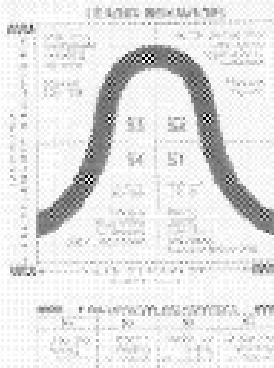


Figure 1: Liver size and weight relationship

Figure 1: Liver size and weight relationship

The graph shows a bell-shaped curve that peaks at approximately 15 cm on the x-axis and 80 g on the y-axis. The curve is divided into four sections labeled 1, 2, 3, and 4. Section 1 is the leftmost section, section 2 is the next section to the right, section 3 is the next section to the right, and section 4 is the rightmost section. The curve starts at (10, 0), rises to a peak at (15, 80), and then falls to (20, 0).

Figure 2: Liver size and weight relationship

The graph shows a bell-shaped curve that peaks at approximately 15 cm on the x-axis and 80 g on the y-axis. The curve is divided into four sections labeled 1, 2, 3, and 4. Section 1 is the leftmost section, section 2 is the next section to the right, section 3 is the next section to the right, and section 4 is the rightmost section. The curve starts at (10, 0), rises to a peak at (15, 80), and then falls to (20, 0).

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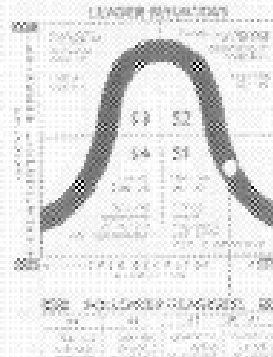


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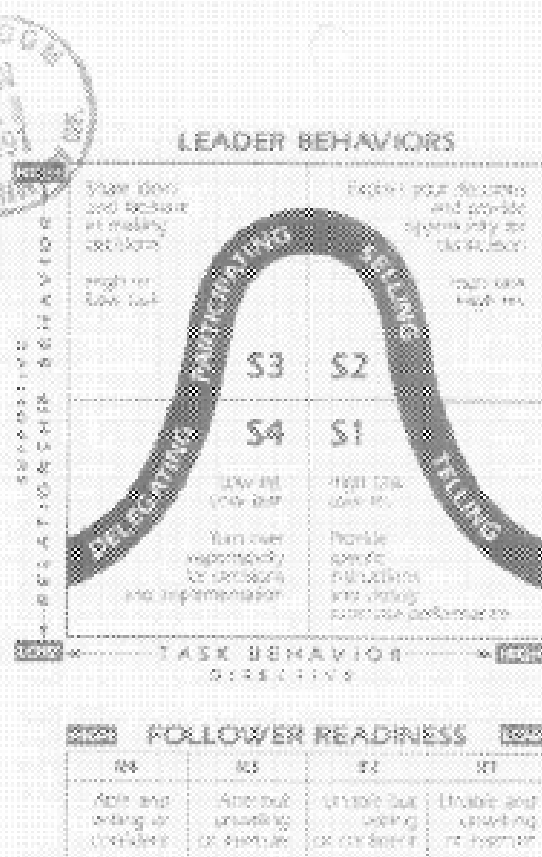


Figure 4. Situational Leadership®

readiness. This does not mean that the individual's work will have less structure, but the structure now will be internally imposed by the follower rather than externally imposed by the leader. When this happens, followers are not only able to provide their own direction and structure for many of the activities in which they engage, but also begin to be able to provide their own facilitation for interpersonal and emotional needs. At this stage the followers are positively reinforced for their accomplishments by the leader, not looking over their shoulders, and by the leader having them in role and even on their own. It is not that there is less manual task and time-lag (in fact, there is more) but it takes less direct effort on the leader's part to power it with followers at high levels of readiness.

Although the model seems to suggest a basic style for different levels of readiness, it is not quite that simple. When a follower begins to behave less ready for whatever reason, i.e., takes an injury, change in work, technology, etc., it becomes appropriate and necessary for the leader to adjust behavior backward through the bell-curve to meet the present readiness level of the follower. For example, what a follower who is presently working well alone, supports confidently, a minor crisis begins to affect this person's performance on the job. In this situation, it might very well be appropriate for the manager to temporarily increase both task (direction) and relationship (support) until the follower regains competence.

Take another example of a teacher who was highly motivated and competent (R4) and therefore could be less active. Suppose this teacher is promoted to principal. While it may

be more appropriate for this leader to use S4, now as a principal, a role for which this person has little experience. It may be appropriate for the leader to change styles by providing more instructional support and then extending the direction and supervision of activities (S4 to S3 to S2). The high-task/high-relationship style should continue until the person is able to meet the new responsibilities. At that time, a movement back from S2 through S3 to S4 would be appropriate. Sticking with using the same leadership style that was successful in the teacher role may now prove disastrous because it is inappropriate for the needs of this situation.

In summary, effective leaders must know their staff well enough to meet their ever-changing abilities and demands placed upon them. It should be remembered that over time followers as individuals and as groups develop their own patterns of behavior and ways of operating, i.e., norms, customs, and mores. While leaders may use a specific style for the work group as a group, they may realize when time to behave differently with individual followers because of different levels of follower readiness. In other words, whether working with a group or an individual, changes in leadership style from S4 to S2, S3, and S4 must be gradual. The process is not very natural, cannot be revolutionary but must be evolutionary; gradual developmental changes, a result of planned growth, and the creation of mutual trust and respect.

REFERENCES

For a more detailed discussion of the Situational Leadership® Model and other related behavioral science frameworks see Paul Hersey and Kenneth H. Blanchard, *Management of Organizational Behavior: Utilizing Human Resources*, 3rd edition, Englewood Cliffs, NJ: Prentice-Hall, 1986.

Additional resources available for use of the following:

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TRADEMARKS AND ALL OTHER
INTELLECTUAL PROPERTY
MATTERS

June 4, 1991

VIA HAND DELIVERY

Honorable Commissioner of
Patents and Trademarks
Washington, D. C. 20231

Re: Declaration Under Sections 8 & 15
U.S. Reg. No. 1,372,474 - "SITUATIONAL LEADERSHIP"
Our File No. 3855-20005

Dear Sir:

Enclosed are the following in connection with the above-
referenced Declaration:

1. Sections 8 & 15 Declaration;
2. One (1) specimen of the mark for Class 16 and one (1)
specimen of the mark for Class 41;
3. Check for \$400.00 to cover filing fees; and,
4. Postal card for acknowledgement of receipt.

Thank you for your assistance in this matter.

Sincerely,

HARNESSE, DICKEY & PIERCE

Wilton B. Whann

Wilton B. Whann

NBW/csk
Enclosures



UNITED STATES DEPARTMENT OF COMMERCE
Patent and Trademark Office
Address: COMMISSIONER OF PATENTS AND TRADEMARKS
Washington, D.C. 20231

NOTICE OF PUBLICATION UNDER 12(a)

1. Serial No.:
73/505,693

2. Mark:
SITUATIONAL LEADERSHIP

3. Applicant:
MANAGEMENT AND EDUCATIONAL DEVELOPMENT,
INC.

4. Publication Date:
SEP. 17, 1985

The mark of the application above identified appears to be entitled to registration. The mark will, in accordance with Section 12(a) of the Trademark Act of 1946, be published in the Official Gazette on the date indicated above for the purpose of opposition by any person who believes he will be damaged by the registration of the mark. If no opposition is filed within the time specified by Section 13 of the Statute or by rules 2.101 and 2.102 of the Trademark Rules, the Commissioner of Patents and Trademarks may issue a certificate of registration.

Copies of the trademark portion of the Official Gazette containing the publication of the mark may be obtained at \$5.00 each for domestic orders, or at \$6.35 each for foreign orders from:

The Superintendent of Documents
U.S. Government Printing Office
Washington, D.C. 20402

By direction of the Commissioner.

5. Send correspondence to:

WELTON B. WHANN
11031 VIA FRONTERA
SAN DIEGO, CALIFORNIA 92127

| <u>AMENDMENT TYPE</u> | <u>CODE</u> |
|---|-------------|
| Applicant Address..... | PY/AI |
| Applicant Name..... | PA/PM |
| Amended Register..... | AM |
| Assignment/Name Change Statement..... | NC |
| Attorney Name..... | AT/OD |
| Certification Statement..... | CS |
| Citizenship of Applicant..... | PY |
| Composed Of Statement..... | CO |
| Concurrent Use Statement..... | CO |
| Correspondence Name and Address..... | CO |
| Date Amended Register..... | AM |
| Dates of Use..... | CL |
| DRA Statement..... | DR |
| Description of Mark Statement..... | DR |
| Disclaimer..... | DI |
| Domestic Representative..... | DR |
| Entity of Applicant..... | PI/EN |
| Filing Date..... | AM |
| Foreign Registration Data..... | PN |
| Goods and Services..... | CL/GS |
| Interference Statement..... | IN |
| International Class..... | CL |
| Limiting and Stippling Statement..... | LS |
| Mark Drawing Code..... | ME |
| Mark Type..... | AM |
| Name/Portrait Description Statement..... | MD |
| Order Restricting Scope or Claim of Registration..... | OR |
| Prior U.S. Registrations..... | PR |
| Section 2(f)..... | AM |
| Section 2(f) in part..... | AM |
| Section 2(f) Limitation Statement..... | TF |
| Translation Statement..... | TR |
| U.S. Class..... | CL |
| Use in Another Form Statement..... | AF |



2/a

IN THE UNITED STATES PATENT AND TRADEMARK OFFICE

Applicant: MANAGEMENT AND EDUCATIONAL DEVELOPMENT, INC.
Serial No.: 73/505693
Mark: SITUATIONAL LEADERSHIP
Filing Date: October 26, 1984
Examiner: Henry Zak
Law Officer: I
Mailing Date of Office Action: January 8, 1985
Attorney for Applicant: WELTON B. WHANN, Esq.
11031 Via Frontera
San Diego, California 92127
(619) 695-0360

AMENDMENT

Honorable Commissioner of Patents and Trademarks
Trademark Examining Operation
Box 5
Washington, D.C. 20231

Sir:

Responsive to the Official Action of January 8, 1985,
please amend the above-identified Multi-Class Application as
follows:

IN THE APPLICATION:

Page 1, line 22, delete the words "established by" and
insert the phrase "in accordance with Section 2(f) of"

Page 1, after line 26, insert, "The mark is claimed
to have become distinctive of the Applicant's goods and
services which may lawfully be regulated by Congress through
substantially exclusive and continuous use as a mark by
Applicant in commerce among the several states for the
five years next preceding the date of the filing of this
application."

Am

A1

1 ~~"Application."~~

2 Page 1, line 29, delete the word "advertisements" and
3 substitute the phrase "advertising material"

4
5 REMARKS

6 The Examiner has rejected Applicant's specimens related
7 to its services identified in the Application on the ground
8 that such specimens do not show use of the mark for such
9 services. Accordingly, Applicant has submitted five identical
10 substitute specimens showing the use of the mark for the
11 identified services. Applicant has also submitted a
12 Declaration attesting that the substitute specimens were in
13 use at least as early as the filing date of the Application.
14 Applicant has also amended the affixation clause in the
15 Application to accurately reflect the type of use evidenced
16 by the substitute specimens.

17 The Examiner has refused registration on the ground that
18 the mark is merely descriptive as applied to Applicant's goods
19 and services. In accordance with Rule 2.41(b), Applicant has
20 amended its Application to convert it to an Application for
21 registration on the Principal Register pursuant to the
22 provisions of 15 U.S.C. § 1052(f). Applicant commenced the
23 use of its mark more than 17 years prior to the filing date of
24 the Application, and the statement now in the Application must
25 be considered to have been submitted under oath, constituting
26 prima facie evidence of distinctiveness.

27 The Examiner has noted that his search of the Office
28 registration records reveals that there is no registered mark
29 which so resembles Applicant's mark, when applied to the goods
30 and services, as to be likely to cause confusion, or to cause
31 mistake, or deceive. The Applicant having provided substitute
32 specimens, having amended the Application to reflect the



1 substitution of specimens, and having further amended the
2 Application to convert it into a § 2(f) application,
3 supported by appropriate evidence of secondary meaning, it is
4 respectfully submitted that the Application is in condition to
5 be passed to publication, and such is respectfully requested.

6 DATED: July 8, 1985

MANAGEMENT AND EDUCATIONAL
DEVELOPMENT, INC.

7
8
9 By: Wilton B. Whann
10 WELTON B. WHANN
Attorney for Applicant

11 11031 Via Frontera
12 San Diego, California 92127
13 (619) 695-0360

14
15 CERTIFICATE OF MAILING

16
17 I hereby certify that this correspondence is being
18 deposited with the United States Postal Service as first class
19 mail in an envelope addressed to: Commissioner of Patents and
20 Trademarks, Trademark Examining Division, Box 5, Washington,
21 D.C., 20231 on July 8, 1985.

22
23
24 WELTON B. WHANN

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26 Wilton B. Whann

27 DATED: July 8, 1985



IN THE UNITED STATES PATENT AND TRADEMARK OFFICE

Applicant: MANAGEMENT AND EDUCATIONAL DEVELOPMENT, INC.
Serial No.: 73/505693
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Attorney for Applicant: WELTON B. WHANN, Esq.
11031 Via Frontera
San Diego, California 92127
(619) 695-0360

DECLARATION OF PAUL HERSEY

Honorable Commissioner of Patents and Trademarks
Trademark Examining Operation
Box 5
Washington, D.C. 20231

The undersigned, PAUL HERSEY, declares:

I am president of applicant, MANAGEMENT AND EDUCATIONAL DEVELOPMENT, INC. (hereinafter "MED"), an Ohio corporation with its principal place of business at 230 West Third Avenue, Escondido, California, 92025, and I am authorized to execute this Declaration on behalf of said corporation.

As president of MED, I am familiar with the promotion of MED's products and services to customers and potential customers, including advertising and promotional expenditures. I am also familiar with all aspects of MED's business activities which involve the use of the service mark SITUATIONAL LEADERSHIP.

1 The mark SITUATIONAL LEADERSHIP has been prominently
2 displayed in promotional materials and magazines relating to
3 personnel and management, such as TRAINING AND DEVELOPMENT
4 JOURNAL, TRAINING Magazine, and PERSONNEL Magazine. Annexed
5 as Exhibits A and B are true copies of advertisements
6 including the mark SITUATIONAL LEADERSHIP which appeared
7 in TRAINING AND DEVELOPMENT JOURNAL and PERSONNEL Magazine,
8 respectively. Annexed as Exhibits C, D, E, F, and G are true
9 and complete copies of advertising brochures incorporating the
10 mark SITUATIONAL LEADERSHIP.

11 Actual expenditures on advertising and sales promotion
12 embodying the mark SITUATIONAL LEADERSHIP were at least
13 \$800,000.00 from 1978 to the present time.

14 From 1967 to date, the mark SITUATIONAL LEADERSHIP
15 has been used as a service mark in training and development
16 seminars presented to more than 1,000,000 supervisors and
17 managers from more than 500 businesses and industrial
18 organizations.

19 For the period January 1, 1979, through December 31,
20 1984, revenues derived from the presentation of seminars under
21 the mark SITUATIONAL LEADERSHIP and the sale of training
22 manuals, videotapes, pamphlets and board games bearing the
23 mark SITUATIONAL LEADERSHIP have exceeded \$12 million.

24 All statements made herein of my own knowledge are
25 true, and all statements made upon information and belief are
26 believed to be true, and further, these statements are made
27 with the knowledge that willful, false statements and the like
28 so made are punishable by fine or imprisonment, or both, under
29 Section 1001 of Title 18, United States Code, and that such
30 willful, false statements may jeopardize the validity of the
31
32

1 application or any document or any registration resulting
2 therefrom.

3
4 DATED: July 8, 1985

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CERTIFICATE OF MAILING

I hereby certify that this correspondence is being deposited with the United States Postal Service as first class mail in an envelope addressed to: Commissioner of Patents and Trademarks, Trademark Examining Division, Box 5, Washington, D.C., 20231 on July 8, 1985.

WELTON D. WHANN

Welton D. Whann

DATED: July 8, 1985



IN THE UNITED STATES PATENT AND TRADEMARK OFFICE

Applicant: MANAGEMENT AND EDUCATIONAL DEVELOPMENT, INC.
Serial No.: 73/505693
Mark: SITUATIONAL LEADERSHIP
Filing Date: October 26, 1984
Examiner: Harry Zak
Law Office: I
Mailing Date of
Office Action: January 8, 1985
Attorney for
Applicant: WELTON B. WHANN, Esq.
11031 Via Frontera
San Diego, California 92127
(619) 695-0360

DECLARATION OF SUZANNE C. HERSEY

Honorable Commissioner of Patents and Trademarks
Trademark Examining Operation
Box 5
Washington, D.C. 20231

I, SUZANNE C. HERSEY, declare as follows:

I am Secretary/Treasurer of the applicant corporation,
and I am authorized to execute this Declaration on behalf of
said corporation.

Accompanying this Declaration are five (5) identical
advertisements for Applicant's educational services, namely,
conducting seminars in the field of management skills.
These advertisements were in existence and in use prior to
October 26, 1984.

UNIVERSITY ASSOCIATES, INC., the name of the entity
appearing on the advertisements, functions as the distributor
of goods and services sold by Applicant under the mark

1 SITUATIONAL LEADERSHIP. Applicant has the right to approve
2 all advertisements prepared by and circulated by UNIVERSITY
3 ASSOCIATES, INC., bearing the mark SITUATIONAL LEADERSHIP, and
4 Applicant in fact did approve the accompanying advertisements
5 before they were printed and circulated.

6 I, SUZANNE C. HERSEY, hereby state that all statements
7 made herein of my own knowledge are true, and all statements
8 made on information and belief are believed to be true; and
9 further, that these statements are made with the knowledge
10 that willful, false statements and the like so made are
11 punishable by fine or imprisonment or both, under § 1001 of
12 Title 18 of the United States Code, and that such willful,
13 false statements may jeopardize the validity of any
14 registration granted on the instant Application.

15
16 DATED: July 8, 1985

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18 
SUZANNE C. HERSEY

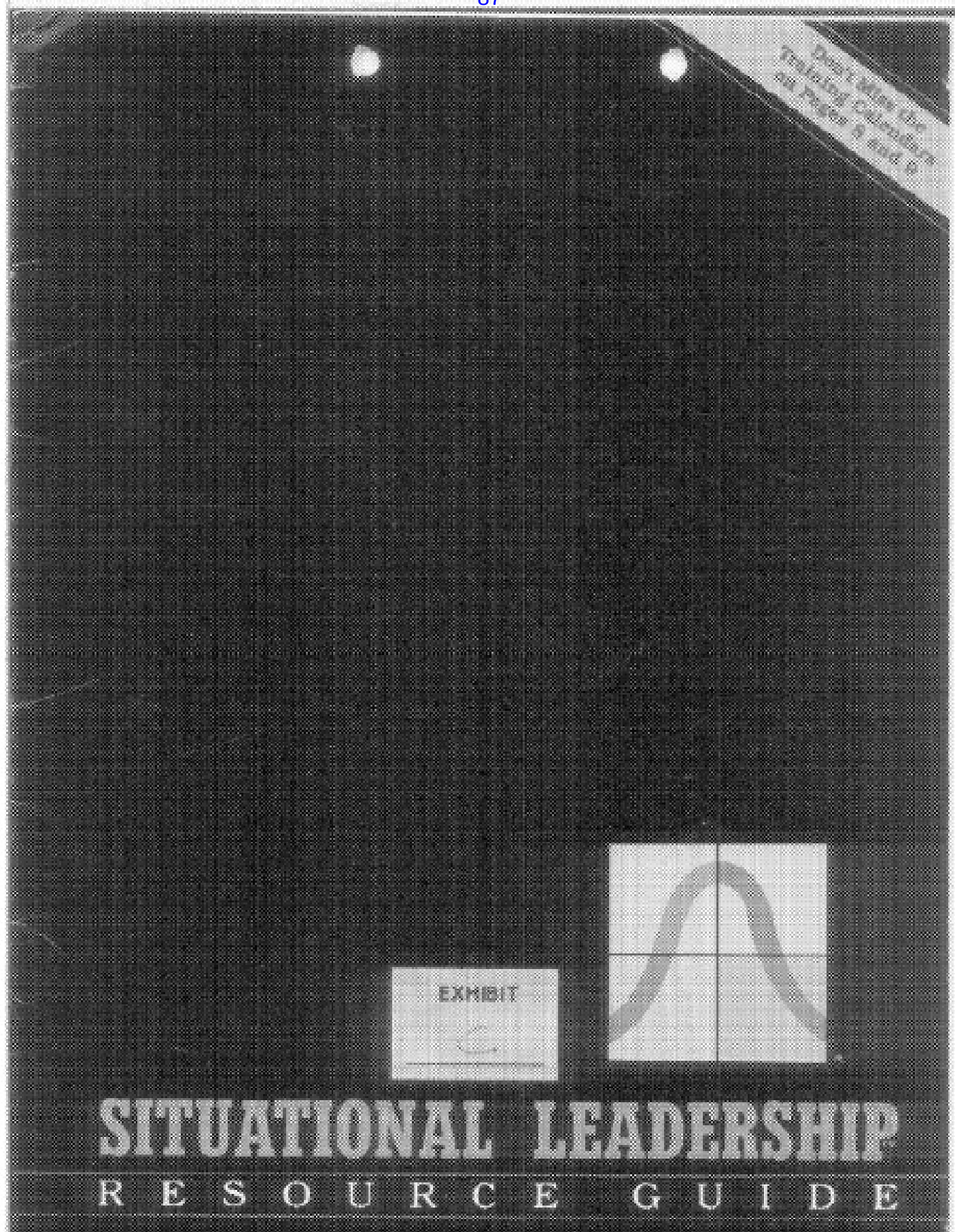
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21 CERTIFICATE OF MAILING

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23 deposited with the United States Postal Service as first class
24 mail in an envelope addressed to: Commissioner of Patents and
25 Trademarks, Trademark Examining Division, Box 5, Washington,
26 D.C., 20231 on July 8, 1985.

27
28 WELTON B. WEAHN

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30 

31 DATED: July 8, 1985
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Despite strong evidence to the contrary, an old adage has inspired some and discouraged leaders. Regarded by many as the controlling factor when it comes to setting goals, the adage states that only 10% of a person's wishes come true. However, the 90% that don't arise from individual negative intent, it is believed, are ignored, not even in the imagination of the person. Leaders as well as followers are advised of the former by former sales training guru and executive president of IBM's New York Division, John J. McGraw, who died in 1987, stating, "It is the attitude, not the goal."



Much research has shown that people who are in a good mood are more likely to be helpful and generous. In fact, a study by researchers at the University of Michigan found that people who were in a good mood were more likely to help a stranger in need. The researchers found that people who were in a good mood were more likely to help a stranger in need than people who were in a bad mood. This suggests that a good mood can lead to more prosocial behavior.

[illegible]

TECHNICAL EDITOR: THE EDITORIAL BOARD HAS CHARGED DR. GUY H. HARRIS, JR., WITH THE TASK OF FINDING OUT WHAT WE CAN LEARN FROM THE STUDY OF THE DEVELOPMENT OF THE HUMAN MIND AND APPLYING IT TO THE DESIGN OF THE HUMAN-MADE ENVIRONMENT. DR. HARRIS, JR. IS A PROFESSOR OF PSYCHOLOGY AND DIRECTOR OF THE CENTER FOR HUMAN FACTORS RESEARCH AT THE UNIVERSITY OF TEXAS AT AUSTIN. HE HAS BEEN A MEMBER OF THE BOARD OF EDITORS OF *ERGONOMICS* SINCE 1978.

[illegible]

I have never traveled with such well-organized, efficient, fast-breaking people as the staff of the U.S. Department of the Interior. In the months leading up to the program, which concerns all state minerals, they have been working tirelessly and effectively. They have been working on the program, which concerns all state minerals. They have been working on the program, which concerns all state minerals. They have been working on the program, which concerns all state minerals.

1. *Journal of the American Medical Association*, 1997; 277: 1039-1043.

Neil

Stimulus: 1000 Hz
Stimulus: 1000 Hz

Put "The Other 60 Minutes" to work for you!

...management itself, namely, self-interest, rather than productivity, is the dominant (dominating) factor, and that actually, therefore, the case will justify a turning of the spotlight of criticism from the outside organization to the organization's management, especially the top management, if not the whole organization—that people

THE SITUATIONAL LEADER:

Post-Test: Student Reflections

Exposure to acid rainwater is a problem for humans and the environment. A chemical reaction that can remove a portion of the acid from acid rain is shown below. Write a balanced chemical equation for this reaction.

The two new titles, *Writing, Reading, and Language Arts* and *Writing, Reading, and Language Arts: The Language Arts*, are designed to help students develop the skills and strategies needed to become effective writers and readers. The *Writing, Reading, and Language Arts* book is a comprehensive guide to the language arts, covering all aspects of writing and reading. The *Writing, Reading, and Language Arts: The Language Arts* book is a more focused guide to the language arts, focusing on the specific skills and strategies needed to become effective writers and readers.

© 2004 Blackwell Publishing Ltd, *Journal of Internal Medicine* 255: 103–110

- Through the **anti-trust** - 1st time buying power
- **Substantive** the **supplier** and **manufacturer** is called
- **Verticalization** the **supplier** and **supplier** activities
- **Cost** = **substantial** **market** **reduction**
- **Horizontal** and **vertical** integration
- **Cost** **market** **power** **enhancing**

The Minnesota Timberwolves are looking for a way to improve their standing with the community and to help the Minnesota Timberwolves Foundation's efforts to support the development of youth and sports in the state of Minnesota.

The Situational Leader



Fig. 1 *Phragmites australis*

- *Staphylococcus aureus* – 10%
- *Staphylococcus epidermidis* – 10%
- *Staphylococcus saprophyticus* – 10%
- *Staphylococcus sciuri* – 10%
- *Staphylococcus carnosus* – 10%

It is important to note that the results are sensitive to the system under study. For example, since we used a two-dimensional, non-perturbed environment, it is not clear whether the observed behavior would be found in the real world, or in a high-dimensional, noisy environment. Thus, these results are not a final statement on the underlying cognitive and learning processes involved here.

Many have been concerned that a world-wide epidemic of computer use – that even includes a language such as computer graphics – will cause the loss of the individual's ability to think. I wonder.

**Lending and Managing People
is a Full-Time Job That Must
be Performed Every Hour
of Every Day**

Alta Vista da Marinha a Universidade Federal

Learn the Skills That Make Managers
a Success

... And Share Insights Acquired
in Your Organization

TRAINING PROGRAMS

Situational Leadership® Developing Leadership Skills with the Real Story

Situational Leadership® is a leadership model that provides a framework for understanding and managing the behavior of others. It is a practical, easy-to-use model that can be applied in a wide variety of situations. The model is based on the premise that there is no one best way to lead. Instead, the leader must adapt their style to the situation and the people they are leading. The model is divided into four quadrants, each representing a different leadership style. The first quadrant is "Directing," which is characterized by high task behavior and low relationship behavior. The second quadrant is "Coaching," which is characterized by high task behavior and high relationship behavior. The third quadrant is "Supporting," which is characterized by low task behavior and high relationship behavior. The fourth quadrant is "Delegating," which is characterized by low task behavior and low relationship behavior. The model is designed to help leaders understand the needs of their followers and to adapt their leadership style accordingly.

The model is based on the premise that there is no one best way to lead. Instead, the leader must adapt their style to the situation and the people they are leading. The model is divided into four quadrants, each representing a different leadership style. The first quadrant is "Directing," which is characterized by high task behavior and low relationship behavior. The second quadrant is "Coaching," which is characterized by high task behavior and high relationship behavior. The third quadrant is "Supporting," which is characterized by low task behavior and high relationship behavior. The fourth quadrant is "Delegating," which is characterized by low task behavior and low relationship behavior. The model is designed to help leaders understand the needs of their followers and to adapt their leadership style accordingly.

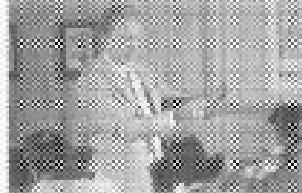
Advanced Program in Situational Leadership® with Dr. Paul Hersey

During the course of his career, Dr. Paul Hersey has developed a reputation as one of the leading experts in the field of leadership. He has authored several books and articles on leadership, and he has been a frequent speaker at conferences and seminars. His work has been widely recognized and respected, and he is considered one of the most influential leaders in the field.

Dr. Hersey's work is based on the premise that there is no one best way to lead. Instead, the leader must adapt their style to the situation and the people they are leading. The model is divided into four quadrants, each representing a different leadership style. The first quadrant is "Directing," which is characterized by high task behavior and low relationship behavior. The second quadrant is "Coaching," which is characterized by high task behavior and high relationship behavior. The third quadrant is "Supporting," which is characterized by low task behavior and high relationship behavior. The fourth quadrant is "Delegating," which is characterized by low task behavior and low relationship behavior. The model is designed to help leaders understand the needs of their followers and to adapt their leadership style accordingly.

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Dr. Paul Hersey, author of
the book "The Leadership Practices
Inventory"

The Essentials of Situational Leadership® (ESL)

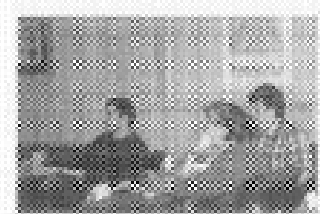
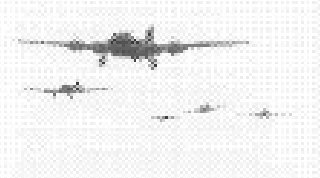
The Essentials of Situational Leadership® (ESL) is a practical, easy-to-use model that can be applied in a wide variety of situations. The model is based on the premise that there is no one best way to lead. Instead, the leader must adapt their style to the situation and the people they are leading. The model is divided into four quadrants, each representing a different leadership style. The first quadrant is "Directing," which is characterized by high task behavior and low relationship behavior. The second quadrant is "Coaching," which is characterized by high task behavior and high relationship behavior. The third quadrant is "Supporting," which is characterized by low task behavior and high relationship behavior. The fourth quadrant is "Delegating," which is characterized by low task behavior and low relationship behavior. The model is designed to help leaders understand the needs of their followers and to adapt their leadership style accordingly.

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TRAINING PROGRAMS

Dr. Paul Hersey, author of
the book "The Leadership Practices
Inventory"



Copyright © 1997 by Paul Hersey

John D. Wynn, Jr. (Wynn) is a partner in the law firm of Wynn & Associates, P.C., in New York City.

TRAINING PROGRAMS

A Situalional Approach to Performance Planning, Coaching, and Feedback

For nearly 30 years, the *Situalional Approach* has been the leading authority on performance planning, coaching, and feedback.

The *Situalional Approach* is a comprehensive system for performance planning, coaching, and feedback. It is based on the principles of behavior modification and is designed to help managers and supervisors to effectively plan, coach, and feedback their subordinates.

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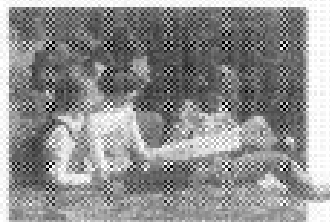


Training Design & Methods for Professional Leadership Training

This book provides a comprehensive guide to the design and implementation of professional leadership training programs. It covers the entire process from needs assessment to evaluation, and includes numerous examples and exercises to help readers develop effective training programs.

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John D. Wynn, Jr. (Wynn) is a partner in the law firm of Wynn & Associates, P.C., in New York City.

TRAINING PROGRAMS

Situational Parenting: An Approach to Effective Relationships with Children

For nearly 30 years, the *Situational Parenting* has been the leading authority on effective relationships with children.

The *Situational Parenting* is a comprehensive system for effective relationships with children. It is based on the principles of behavior modification and is designed to help parents effectively plan, coach, and feedback their children.

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John D. Wynn, Jr. (Wynn) is a partner in the law firm of Wynn & Associates, P.C., in New York City.

Educational Administration and Classroom Management: A Situalional Approach

This book provides a comprehensive guide to the design and implementation of educational administration and classroom management programs. It covers the entire process from needs assessment to evaluation, and includes numerous examples and exercises to help readers develop effective programs.

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^a Values are means ± SD.

Abstract: The purpose of this study was to determine the effect of a 12-week training program on the physical fitness of sedentary individuals. The program consisted of three sessions per week, each lasting 45 minutes. The sessions included cardiovascular exercise, strength training, and flexibility exercises. The results showed that the participants experienced significant improvements in cardiovascular fitness, muscle strength, and flexibility after the 12-week program. The study suggests that a structured exercise program can effectively improve physical fitness in sedentary individuals.

These individuals are often the most successful in the industry. They are the ones who have the ability to see the big picture and to make the most of the opportunities that come their way. They are the ones who are always looking for ways to improve themselves and their company. They are the ones who are always looking for ways to grow their business and to expand their reach. They are the ones who are always looking for ways to make their company a success. They are the ones who are always looking for ways to make their company a success.

Second experimental group: The second group consisted of 10 subjects, 5 males and 5 females, who were given the same instructions as the first group. They were also given the same practice trials and the same test trials. The only difference was that they were given the same instructions as the first group, but they were not given the same practice trials and the same test trials.

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LEADS Directories for Self-Scoring and Analysis

[illegible]

Lead Paint

Management for Food Storage and Distribution in Afghanistan

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LEAD Mining Profile

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Entwicklungsform: Selbstbestimmung
In der Jugend

Figure 1. Schematic representation of the experimental design. The subjects were divided into two groups: the control group and the experimental group. The control group received a standard diet, while the experimental group received a diet supplemented with 10% of the active ingredient. The subjects were then subjected to a 12-week period of physical training. The results of the study are presented in the table below.

[illegible]

Female Anemone *Anemone nemorosa*: It develops into a stout, branching, tap root, which bears numerous fibrous, often very branching, branching rhizoids. The plant has a thick, fleshy, horizontal rhizome, and the root system is very extensive. The plant is a perennial, growing to a height of 10-15 cm. It is a common plant in the forest, and is often found in the shade of trees.

RESEARCHERS have found that a certain type of medication can help to improve memory in older people with mild cognitive impairment. The researchers found that the medication, which is called 'donepezil', can help to improve memory in older people with mild cognitive impairment. The researchers found that the medication, which is called 'donepezil', can help to improve memory in older people with mild cognitive impairment.

THESE RESEARCHERS BELIEVE A
SUFFICIENT NUMBER OF STUDENTS
WILL BE INTERESTED IN

Leadership Skills
 1. **Self-awareness**

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Keywords: 15- to 16-year-olds; adolescents; adolescents' attitudes; adolescents' self-esteem; adolescents' self-concept; adolescents' self-identity; adolescents' self-image; adolescents' self-perception; adolescents' self-representation; adolescents' self-view; adolescents' self-worth; adolescents' self-identity; adolescents' self-image; adolescents' self-perception; adolescents' self-representation; adolescents' self-view; adolescents' self-worth.

For more information: www.fishbase.org or www.aquariumconservation.org

case West, however, the company's 1993 losses, \$1.6 billion, were much smaller than its reported 1992 losses, and were due, in large measure, to the loss of the 1992-1993 season, and the fact that the company's losses in 1993 were not as large as those in 1992. The fact that the company's losses in 1993 were not as large as those in 1992 is a fact that the company's management should have known at the time of the 1993 earnings release.

[illegible]

Female reproductive maturation has been well documented in the AGN region, but little is known about male reproductive maturation in this environment.

Animal husbandry: The animals housed in the AGN are housed in standard husbandry conditions, with no special husbandry considerations.

Experimental procedures: During the AGN and throughout the year, the AGN is monitored by a team of scientists and technicians. The AGN is monitored by a team of scientists and technicians. The AGN is monitored by a team of scientists and technicians.

88X5054C 1793781185479

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Forced to rely on a single source of information, the Government began collecting intelligence on the Soviet Union from the military and the police, the two agencies closest to the state. The situation is likely to be similar in other countries where the military and police are the only sources of information available to the government.

[illegible]

Abstract: This study aims to investigate the impact of digital marketing on the sales performance of small and medium-sized enterprises (SMEs) in the retail sector. The research is based on a quantitative approach, utilizing data collected from a survey of 100 SMEs. The findings indicate that digital marketing strategies, such as social media marketing and search engine optimization, have a positive and significant impact on the sales performance of SMEs. The study also identifies several factors that influence the effectiveness of digital marketing, including the quality of the digital marketing strategy and the level of digital literacy among SME owners. The results suggest that SMEs should invest in digital marketing to improve their sales performance and competitiveness in the market.

Infant mortality: The leading cause of death for young people is heart disease, followed by cancer, and then accidents.

Senior Systems Engineer (100% full-time)
develope and maintain the company's information systems to enhance the productivity of its business. Also responsible for maintaining and updating the company's information systems and equipment. The position is located in the company's headquarters in the city of New York.

NOTE: 1. 2. 3. 4. 5. 6. 7. 8. 9. 10. 11. 12. 13. 14. 15. 16. 17. 18. 19. 20. 21. 22. 23. 24. 25. 26. 27. 28. 29. 30. 31. 32. 33. 34. 35. 36. 37. 38. 39. 40. 41. 42. 43. 44. 45. 46. 47. 48. 49. 50. 51. 52. 53. 54. 55. 56. 57. 58. 59. 60. 61. 62. 63. 64. 65. 66. 67. 68. 69. 70. 71. 72. 73. 74. 75. 76. 77. 78. 79. 80. 81. 82. 83. 84. 85. 86. 87. 88. 89. 90. 91. 92. 93. 94. 95. 96. 97. 98. 99. 100. 101. 102. 103. 104. 105. 106. 107. 108. 109. 110. 111. 112. 113. 114. 115. 116. 117. 118. 119. 120. 121. 122. 123. 124. 125. 126. 127. 128. 129. 130. 131. 132. 133. 134. 135. 136. 137. 138. 139. 140. 141. 142. 143. 144. 145. 146. 147. 148. 149. 150. 151. 152. 153. 154. 155. 156. 157. 158. 159. 160. 161. 162. 163. 164. 165. 166. 167. 168. 169. 170. 171. 172. 173. 174. 175. 176. 177. 178. 179. 180. 181. 182. 183. 184. 185. 186. 187. 188. 189. 190. 191. 192. 193. 194. 195. 196. 197. 198. 199. 200. 201. 202. 203. 204. 205. 206. 207. 208. 209. 210. 211. 212. 213. 214. 215. 216. 217. 218. 219. 220. 221. 222. 223. 224. 225. 226. 227. 228. 229. 230. 231. 232. 233. 234. 235. 236. 237. 238. 239. 240. 241. 242. 243. 244. 245. 246. 247. 248. 249. 250. 251. 252. 253. 254. 255. 256. 257. 258. 259. 260. 261. 262. 263. 264. 265. 266. 267. 268. 269. 270. 271. 272. 273. 274. 275. 276. 277. 278. 279. 280. 281. 282. 283. 284. 285. 286. 287. 288. 289. 290. 291. 292. 293. 294. 295. 296. 297. 298. 299. 300. 301. 302. 303. 304. 305. 306. 307. 308. 309. 310. 311. 312. 313. 314. 315. 316. 317. 318. 319. 320. 321. 322. 323. 324. 325. 326. 327. 328. 329. 330. 331. 332. 333. 334. 335. 336. 337. 338. 339. 340. 341. 342. 343. 344. 345. 346. 347. 348. 349. 350. 351. 352. 353. 354. 355. 356. 357. 358. 359. 360. 361. 362. 363. 364. 365. 366. 367. 368. 369. 370. 371. 372. 373. 374. 375. 376. 377. 378. 379. 380. 381. 382. 383. 384. 385. 386. 387. 388. 389. 390. 391. 392. 393. 394. 395. 396. 397. 398. 399. 400. 401. 402. 403. 404. 405. 406. 407. 408. 409. 410. 411. 412. 413. 414. 415. 416. 417. 418. 419. 420. 421. 422. 423. 424. 425. 426. 427. 428. 429. 430. 431. 432. 433. 434. 435. 436. 437. 438. 439. 440. 441. 442. 443. 444. 445. 446. 447. 448. 449. 450. 451. 452. 453. 454. 455. 456. 457. 458. 459. 460. 461. 462. 463. 464. 465. 466. 467. 468. 469. 470. 471. 472. 473. 474. 475. 476. 477. 478. 479. 480. 481. 482. 483. 484. 485. 486. 487. 488. 489. 490. 491. 492. 493. 494. 495. 496. 497. 498. 499. 500. 501. 502. 503. 504. 505. 506. 507. 508. 509. 510. 511. 512. 513. 514. 515. 516. 517. 518. 519. 520. 521. 522. 523. 524. 525. 526. 527. 528. 529. 530. 531. 532. 533. 534. 535. 536. 537. 538. 539. 540. 541. 542. 543. 544. 545. 546. 547. 548. 549. 550. 551. 552. 553. 554. 555. 556. 557. 558. 559. 560. 561. 562. 563. 564. 565. 566. 567. 568. 569. 570. 571. 572. 573. 574. 575. 576. 577. 578. 579. 580. 581. 582. 583. 584. 585. 586. 587. 588. 589. 590. 591. 592. 593. 594. 595. 596. 597. 598. 599. 600. 601. 602. 603. 604. 605. 606. 607. 608. 609. 610. 611. 612. 613. 614. 615. 616. 617. 618. 619. 620. 621. 622. 623. 624. 625. 626. 627. 628. 629. 630. 631. 632. 633. 634. 635. 636. 637. 638. 639. 640. 641. 642. 643. 644. 645. 646. 647. 648. 649. 650. 651. 652. 653. 654. 655. 656. 657. 658. 659. 660. 661. 662. 663. 664. 665. 666. 667. 668. 669. 670. 671. 672. 673. 674. 675. 676. 677. 678. 679. 680. 681. 682. 683. 684. 685. 686. 687. 688. 689. 690. 691. 692. 693. 694. 695. 696. 697. 698. 699. 700. 701. 702. 703. 704. 705. 706. 707. 708. 709. 710. 711. 712. 713. 714. 715. 716. 717. 718. 719. 720. 721. 722. 723. 724. 725. 726. 727. 728. 729. 730. 731. 732. 733. 734. 735. 736. 737. 738. 739. 740. 741. 742. 743. 744. 745. 746. 747. 748. 749. 750. 751. 752. 753. 754. 755. 756. 757. 758. 759. 760. 761. 762. 763. 764. 765. 766. 767. 768. 769. 770. 771. 772. 773. 774. 775. 776. 777. 778. 779. 780. 781. 782. 783. 784. 785. 786. 787. 788. 789. 790. 791. 792. 793. 794. 795. 796. 797. 798. 799. 800. 801. 802. 803. 804. 805. 806. 807. 808. 809. 810. 811. 812. 813. 814. 815. 816. 817. 818. 819. 820. 821. 822. 823. 824. 825. 826. 827. 828. 829. 830. 831. 832. 833. 834. 835. 836. 837. 838. 839. 840.

| Model | Model | Model | Model |
|----------|----------|----------|-----------|
| Model 1 | Model 2 | Model 3 | Model 4 |
| Model 5 | Model 6 | Model 7 | Model 8 |
| Model 9 | Model 10 | Model 11 | Model 12 |
| Model 13 | Model 14 | Model 15 | Model 16 |
| Model 17 | Model 18 | Model 19 | Model 20 |
| Model 21 | Model 22 | Model 23 | Model 24 |
| Model 25 | Model 26 | Model 27 | Model 28 |
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| Model 89 | Model 90 | Model 91 | Model 92 |
| Model 93 | Model 94 | Model 95 | Model 96 |
| Model 97 | Model 98 | Model 99 | Model 100 |

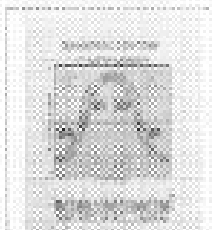
Use Their Ethical and Experiential Skills to Advance Educational Leadership[®]

VIDEO & LEARNING AIDS

Situational Leadership[®] (Film or Video)

Presented by Don DeVries
This 30-minute video film provides a clear, visual presentation of the Situational Leadership[®] model. It explains the relationship between leadership styles and follower readiness levels, and how to apply the model in a variety of situations.

This video model provides a clear, visual presentation of the Situational Leadership[®] model. It explains the relationship between leadership styles and follower readiness levels, and how to apply the model in a variety of situations.



Situational Leadership[®] Poster

This poster is a visual aid for the Situational Leadership[®] model. It explains the relationship between leadership styles and follower readiness levels, and how to apply the model in a variety of situations.

Situational Leadership[®] Poster Handout

This handout is a visual aid for the Situational Leadership[®] model. It explains the relationship between leadership styles and follower readiness levels, and how to apply the model in a variety of situations.



Situational Leadership[®] Videocassette

This videocassette is a visual aid for the Situational Leadership[®] model. It explains the relationship between leadership styles and follower readiness levels, and how to apply the model in a variety of situations.

THE FAMILY CAREER A Situational Approach to Situational Parenting

This video model provides a clear, visual presentation of the Family Career model. It explains the relationship between leadership styles and follower readiness levels, and how to apply the model in a variety of situations.

This video model provides a clear, visual presentation of the Family Career model. It explains the relationship between leadership styles and follower readiness levels, and how to apply the model in a variety of situations.

The Family Career Cassette for Sale Program

This program is a visual aid for the Family Career model. It explains the relationship between leadership styles and follower readiness levels, and how to apply the model in a variety of situations.

Situational Parenting Teacher's Kit

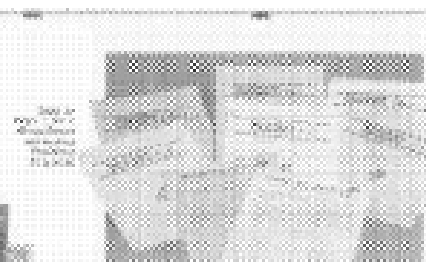
This kit is a visual aid for the Situational Parenting model. It explains the relationship between leadership styles and follower readiness levels, and how to apply the model in a variety of situations.

Situational Parenting Instructional Sampler

This sampler is a visual aid for the Situational Parenting model. It explains the relationship between leadership styles and follower readiness levels, and how to apply the model in a variety of situations.

Situational Parenting Introductory Package

This package is a visual aid for the Situational Parenting model. It explains the relationship between leadership styles and follower readiness levels, and how to apply the model in a variety of situations.



SITUATIONAL PARENTING

This program is a visual aid for the Situational Parenting model. It explains the relationship between leadership styles and follower readiness levels, and how to apply the model in a variety of situations.

Situational Parenting Teacher's Kit

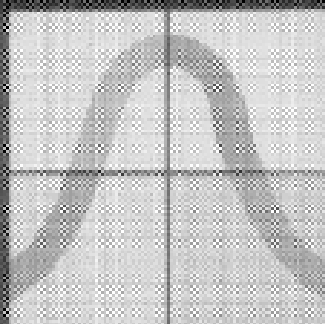
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UNIVERSITY ASSOCIATES, INC.
8517 Production Avenue
San Diego, CA 92121

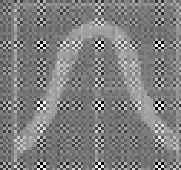
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University Associates

SAN DIEGO

The most stimulating and challenging training experience ever!

STUDY

SITUATIONAL LEADERSHIP TRAINING EVENTS



INTRODUCTION



About Paul Reaney

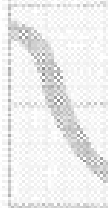
Dr. Paul Reaney, a former executive, is a speaker, author, trainer and consultant who has spent a significant portion of his career in the business world. He has been a member of the National Speakers Association and the International Association of Business Executives. He has also been a member of the National Association of Public Administrators and the National Association of Public Management. He has been a member of the National Association of Public Administrators and the National Association of Public Management. He has been a member of the National Association of Public Administrators and the National Association of Public Management.

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Paul Reaney

LEADERSHIP EVENTS

Schedule
present dates
unknown



LEADERSHIP

Leadership Certification

Leadership Certification is a program designed to help you develop the skills and knowledge necessary to become an effective leader. The program is open to all employees and is a prerequisite for many leadership positions.

Information

For additional information about this program, please contact your supervisor or the Human Resources Department. The program is a prerequisite for many leadership positions and is a key component of our leadership development strategy.

CONTRACTED PROGRAMS

The Essentials of Situational Leadership

This program is designed to help you develop the skills and knowledge necessary to become an effective leader. The program is open to all employees and is a prerequisite for many leadership positions.

The Essentials of Situational Leadership (ESL-1)

This program is designed to help you develop the skills and knowledge necessary to become an effective leader. The program is open to all employees and is a prerequisite for many leadership positions.

ESL-1 is a program designed to help you develop the skills and knowledge necessary to become an effective leader. The program is open to all employees and is a prerequisite for many leadership positions.

Power Module

This program is designed to help you develop the skills and knowledge necessary to become an effective leader. The program is open to all employees and is a prerequisite for many leadership positions.

Information

For additional information about this program, please contact your supervisor or the Human Resources Department. The program is a prerequisite for many leadership positions and is a key component of our leadership development strategy.

SPECIAL LEADERSHIP TRAINING

ESL-1 Instructional Training

This program is designed to help you develop the skills and knowledge necessary to become an effective leader. The program is open to all employees and is a prerequisite for many leadership positions.

LEADERSHIP EVENTS



Leadership events are designed to help you develop the skills and knowledge necessary to become an effective leader. The program is open to all employees and is a prerequisite for many leadership positions.

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RECOMMENDATION FORM

This form is used to recommend a candidate for a leadership position. It is a key component of our leadership development strategy.

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Department of Chemistry
 University of Illinois at Chicago
 60607-7061 Chicago, IL
 USA
 Tel: 312/996-3000
 Fax: 312/996-3000
 E-mail: jk@uic.edu

[illegible]



CLS-00015162

The Challenge of Management

Management is a complex task that requires a manager to be able to lead, motivate, and communicate effectively with others.

1. Management is the process of working with others to achieve organizational goals.
2. Management is a function that is performed by all managers, regardless of their position in the organization.
3. Management is a process that involves planning, organizing, leading, and controlling.
4. Management is a process that involves working with others to achieve organizational goals.
5. Management is a process that involves working with others to achieve organizational goals.

The Essentials of Situational Leadership™

Situational Leadership™ is a leadership model that focuses on the leader's ability to adapt their leadership style to the needs of the team and the situation.

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A Variety of Activities

Situational Leadership™ is a leadership model that focuses on the leader's ability to adapt their leadership style to the needs of the team and the situation.

Practical Application

Situational Leadership™ is a leadership model that focuses on the leader's ability to adapt their leadership style to the needs of the team and the situation.

The Importance of Situational Leadership™ for All Managers

Situational Leadership™ is a leadership model that focuses on the leader's ability to adapt their leadership style to the needs of the team and the situation.

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Practical Application

Situational Leadership™ is a leadership model that focuses on the leader's ability to adapt their leadership style to the needs of the team and the situation.

Conclusion

Situational Leadership™ is a leadership model that focuses on the leader's ability to adapt their leadership style to the needs of the team and the situation.

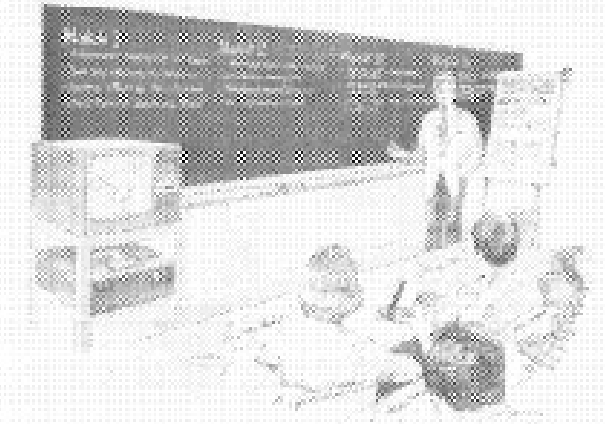
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Situational Leadership™ is a leadership model that focuses on the leader's ability to adapt their leadership style to the needs of the team and the situation.





IN THE UNITED STATES PATENT AND TRADEMARK OFFICE

Applicant: MANAGEMENT AND EDUCATIONAL DEVELOPMENT, INC.
Serial No.: 73/505693
Mark: SITUATIONAL LEADERSHIP
Filing Date: October 26, 1984
Examiner: Henry Zak
Law Office: I
Mailing Date of
Office Action: January 8, 1985
Attorney for
Applicant: WELTON B. WEANN, Esq.
11031 Via Frontera
San Diego, California 92127
(619) 695-0360

DECLARATION OF SUZANNE C. HERSEY

Honorable Commissioner of Patents and Trademarks
Trademark Examining Operation
Box 5
Washington, D.C. 20231

I, SUZANNE C. HERSEY, declare as follows:

I am Secretary/Treasurer of the applicant corporation,
and I am authorized to execute this Declaration on behalf of
said corporation.

Accompanying this Declaration are five (5) identical
advertisements for Applicant's educational services, namely,
conducting seminars in the field of management skills.
These advertisements were in existence and in use prior to
October 26, 1984.

UNIVERSITY ASSOCIATES, INC., the name of the entity
appearing on the advertisements, functions as the distributor
of goods and services sold by Applicant under the mark

1 SITUATIONAL LEADERSHIP. Applicant has the right to approve
2 all advertisements prepared by and circulated by UNIVERSITY
3 ASSOCIATES, INC., bearing the mark SITUATIONAL LEADERSHIP, and
4 Applicant in fact did approve the accompanying advertisements
5 before they were printed and circulated.

6 I, SUZANNE C. HERSEY, hereby state that all statements
7 made herein of my own knowledge are true, and all statements
8 made on information and belief are believed to be true; and
9 further, that these statements are made with the knowledge
10 that willful, false statements and the like so made are
11 punishable by fine or imprisonment or both, under § 1001 of
12 Title 18 of the United States Code, and that such willful,
13 false statements may jeopardize the validity of any
14 registration granted on the instant Application.

15
16 DATED: July 8, 1985

17 
18 SUZANNE C. HERSEY

19
20
21 CERTIFICATE OF MAILING

22 I hereby certify that this correspondence is being
23 deposited with the United States Postal Service as first class
24 mail in an envelope addressed to: Commissioner of Patents and
25 Trademarks, Trademark Examining Division, Box 5, Washington,
26 D.C., 20231 on July 8, 1985.

27
28 WELTON B. WHANN

29
30 

31 DATED: July 8, 1985



T.M.

THE UNITED STATES PATENT AND TRADEMARK OFFICE

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11031 Via Frontera
San Diego, California 92127
(619) 695-0360

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AMENDMENT

Honorable Commissioner of Patents and Trademarks
Trademark Examining Operation
Box 5
Washington, D.C. 20231

Sir:

Responsive to the Official Action of January 8, 1985,
please amend the above-identified Multi-Class Application as
follows:

IN THE APPLICATION:

Page 1, line 23, delete the words "established by" and
insert the phrase "in accordance with Section 2(f) of"

Page 1, after line 26, insert, "The mark is claimed
to have become distinctive of the Applicant's goods and
services which may lawfully be regulated by Congress through
substantially exclusive and continuous use as a mark by
Applicant in commerce among the several states for the
five years next preceding the date of the filing of this

1 Application."

2 Page 1, line 29, delete the word "advertisements" and
3 substitute the phrase "advertising material"

4
5 REMARKS

6 The Examiner has rejected Applicant's specimens related
7 to its services identified in the Application on the ground
8 that such specimens do not show use of the mark for such
9 services. Accordingly, Applicant has submitted five identical
10 substitute specimens showing the use of the mark for the
11 identified services. Applicant has also submitted a
12 Declaration attesting that the substitute specimens were in
13 use at least as early as the filing date of the Application.
14 Applicant has also amended the affixation clause in the
15 Application to accurately reflect the type of use evidenced
16 by the substitute specimens.

17 The Examiner has refused registration on the ground that
18 the mark is merely descriptive as applied to Applicant's goods
19 and services. In accordance with Rule 2.41(b), Applicant has
20 amended its Application to convert it to an Application for
21 registration on the Principal Register pursuant to the
22 provisions of 15 U.S.C. § 1052(f). Applicant commenced the
23 use of its mark more than 17 years prior to the filing date of
24 the Application, and the statement now in the Application must
25 be considered to have been submitted under oath, constituting
26 prima facie evidence of distinctiveness.

27 The Examiner has noted that his search of the Office
28 registration records reveals that there is no registered mark
29 which so resembles Applicant's mark, when applied to the goods
30 and services, as to be likely to cause confusion, or to cause
31 mistake, or deceive. The Applicant having provided substitute
32 specimens, having amended the Application to reflect the



1 substitution of specimens, and having further amended the
2 Application to convert it into a § 2(F) application,
3 supported by appropriate evidence of secondary meaning, it is
4 respectfully submitted that the Application is in condition to
5 be passed to publication, and such is respectfully requested.

6 DATED: July 8, 1985

MANAGEMENT AND EDUCATIONAL
DEVELOPMENT, INC.

7
8
9 By: Welton B. Whann
10 WELTON B. WHANN
Attorney for Applicant

11 11031 Via Frontera
12 San Diego, California 92127
13 (619) 695-0360

14
15 CERTIFICATE OF MAILING

16
17 I hereby certify that this correspondence is being
18 deposited with the United States Postal Service as first class
19 mail in an envelope addressed to: Commissioner of Patents and
20 Trademarks, Trademark Examining Division, Box 5, Washington,
21 D.C., 20231 on July 8, 1985.

22
23
24 WELTON B. WHANN

25
26 Welton B. Whann

27 DATED: July 8, 1985



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San Diego, California 92127
(619) 695-0160

DECLARATION OF PAUL HERSEY

Honorable Commissioner of Patents and Trademarks
Trademark Examining Operation
Box 5
Washington, D.C. 20211

The undersigned, PAUL HERSEY, declares:

I am president of applicant, MANAGEMENT AND EDUCATIONAL DEVELOPMENT, INC. (hereinafter "MED"), an Ohio corporation with its principal place of business at 230 West Third Avenue, Secondido, California, 92035, and I am authorized to execute this Declaration on behalf of said corporation.

As president of MED, I am familiar with the promotion of MED's products and services to customers and potential customers, including advertising and promotional expenditures. I am also familiar with all aspects of MED's business activities which involve the use of the service mark SITUATIONAL LEADERSHIP.

1 The mark SITUATIONAL LEADERSHIP has been prominently
2 displayed in promotional materials and magazines relating to
3 personnel and management, such as TRAINING AND DEVELOPMENT
4 JOURNAL, TRAINING Magazine, and PERSONNEL Magazine. Annexed
5 as Exhibits A and B are true copies of advertisements
6 including the mark SITUATIONAL LEADERSHIP which appeared
7 in TRAINING AND DEVELOPMENT JOURNAL and PERSONNEL Magazine,
8 respectively. Annexed as Exhibits C, D, E, F, and G are true
9 and complete copies of advertising brochures incorporating the
10 mark SITUATIONAL LEADERSHIP.

11 Actual expenditures on advertising and sales promotion
12 embodying the mark SITUATIONAL LEADERSHIP were at least
13 \$800,000.00 from 1978 to the present time.

14 From 1967 to date, the mark SITUATIONAL LEADERSHIP
15 has been used as a service mark in training and development
16 seminars presented to more than 1,000,000 supervisors and
17 managers from more than 500 businesses and industrial
18 organizations.

19 For the period January 1, 1979, through December 31,
20 1984, revenues derived from the presentation of seminars under
21 the mark SITUATIONAL LEADERSHIP and the sale of training
22 manuals, videotapes, pamphlets and board games bearing the
23 mark SITUATIONAL LEADERSHIP have exceeded \$12 million.

24 All statements made herein of my own knowledge are
25 true, and all statements made upon information and belief are
26 believed to be true, and further, these statements are made
27 with the knowledge that willful, false statements and the like
28 so made are punishable by fine or imprisonment, or both, under
29 Section 1001 of Title 18, United States Code, and that such
30 willful, false statements may jeopardize the validity of the
31
32

1 application or any document or any registration resulting
2 therefrom.

3
4 DATED: July 8, 1985

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PAUL HERSEY



CERTIFICATE OF MAILING

I hereby certify that this correspondence is being deposited with the United States Postal Service as first class mail in an envelope addressed to: Commissioner of Patents and Trademarks, Trademark Examining Division, Box 5, Washington, D.C., 20231 on July 8, 1985.

WELTON B. WHANN

Wilton B. Whann

DATED: July 8, 1985

U.S. DEPARTMENT OF COMMERCE - Patent and Trademark Office

IN REPLY REFER TO THE FOLLOWING AND THE FILING DATE:

SERIAL NO. 73/505493 APPLICANT MANAGEMENT AND EDUCATIONAL DEVELOPMENT, ETC

Paper No.

MARK

SITUATIONAL LEADERSHIP

ADDRESS

MELTON B. WHANN
11831 VIA FRONTERA
SAN DIEGO, CALIFORNIA 92127

ACTION NO.

01

MAILING DATE

01/08/85

ADDRESS:

Commissioner of
Patents and
Trademarks
Washington, DC
20231

The address of
all correspondence
not containing fee
payments should
include the word
"Box 5."

FORM PTO-1525 (2-84)

U.S. DEPT. OF COMM. PAT. & TM OFFICE

Also furnish: (1) Serial number of application, (2) The mark, (3) Examining Attorney's name and Law Office number, (4) Mailing date of this action, and (5) Applicant's name (or applicant's attorney), telephone number and zip code.

A PROPER RESPONSE TO THIS OFFICE ACTION MUST BE RECEIVED WITHIN 6 MONTHS FROM THE DATE OF THIS ACTION IN ORDER TO AVOID ABANDONMENT.

Registration is refused on the Principal Register because the mark, when applied to the goods and services, is considered to be merely descriptive thereof. (Section 2(e)(1) of the Trademark Act, 15 U.S.C. 1052(e)(1); TMEP section 1207.)

A term is merely descriptive within the meaning of Section 2(e)(1) of the Trademark Act (15 U.S.C. 1052(e)(1)) if it forthwith conveys an immediate idea of an ingredient, quality, characteristic, function, or feature of the product in connection with which it is used. In re Bright - Crest Ltd., 204 USPQ 591 (TTAB 1979).

In this case, the term merely describes the subject matter of the services and seminars and study aids - development of leadership skills in different situations.

You may note section 23 of the Trademark Act (15 U.S.C. 1090) relating to registration of a mark on the Supplemental Register. Any amendment of an application from the Principal Register to the Supplemental Register must include the following statement, choosing the appropriate wording:

SN505693

-2-

"The applicant has lawfully used the mark in interstate commerce upon the goods (or-'in connection with the services') for the year preceding the filing date of this application (or-'for the year preceding the filing date of this amendment to the Supplemental Register')."

(37 CFR Section 2.47; TMEP sections 1115.01 and 1115.02.)

If you choose to respond to my refusal to register this mark, you must also address the following informalities.

The specimens do not show use of the mark for any services identified in this application. You must submit five specimens showing use of the mark for the services identified in this application. You must verify, by affidavit or declaration (37 CFR Section 2.20) signed by the applicant, that the substitute specimens were in use at least as early as the filing date of this application. You must also address the question of the applicant's ownership and control of the use of the mark in relation to any name other than the applicant's which appears on the substitute specimens.

You must amend the affixation clause to accurately reflect the type of use evidenced by the specimens to be furnished. (TMEP section 808.09.) For example, if advertising material are submitted as specimens, you must amend the affixation clause to indicate that the "mark is used on advertising material."

According to my search of the Office registration records, there is no registered mark which so resembles the applicant's mark, when applied to the goods (or services), as to be likely to cause confusion, or to cause mistake, or to deceive. (15 U.S.C. 1052(d); TMEP section 1105.01.)

It is our practice to enforce Office policies to conclude examination of applications as quickly as possible. If you, in good faith, address each issue raised in this Office action but fail to resolve them satisfactorily, I will make the requirements related to any unresolved issue final in the next Office action. (See 37 CFR Section 2.64.) On the other hand, if you fail to address one or more of the issues raised in this Office action, I will be compelled to hold the application abandoned for failure to respond completely. (See 37 CFR Section 2.55.)

HZ:ova


Henry Zak
Trademark Attorney, Law Office I
703 557-3273



350.00-301-TH
505693

APPLICATION FOR A MULTI-CLASS REGISTRATION

Mark: SITUATIONAL LEADERSHIP

International Classes: 16, 41

TO THE COMMISSIONER OF PATENTS AND TRADEMARKS:

MANAGEMENT AND EDUCATIONAL DEVELOPMENT, INC., an Ohio corporation

Business address and situs: 230 West Third Avenue
Escondido, California 92025

The above-identified Applicant has adopted and is using the trademark shown in the accompanying drawing for educational kits for improving management skills and employee productivity, primarily composed of training manuals, videotapes, pamphlets, and a board game used as an experience simulator in Class 16; and for educational services, namely, conducting seminars in the field of management skills in Class 41; and requests that said mark be registered in the

United States Patent and Trademark Office on the Principal Register *in accordance with Section 2(A) of the Act of July 5, 1946.*

The mark was first used in connection with the goods and services on February 1, 1967; was first used in interstate commerce on February 1, 1967; and is now in use in such

11/22/67 505693 3 301 350.00 CK

The mark is used by placing it directly on the goods, and five specimens showing the mark as actually used are presented herewith; and the mark is used on *advertising material* for the sale of the services, and five specimens showing the mark as actually used are presented herewith.

The undersigned, PAUL HERSEY, declares: That he is

1 President of applicant corporation and is authorized to
2 execute this declaration on behalf of said corporation; that
3 he believes said corporation to be the owner of the mark
4 sought to be registered; that to the best of his own knowledge
5 and belief no other person, firm, corporation or association
6 has the right to use said mark in commerce, either in the
7 identical form or in such near resemblance thereto as may be
8 likely, when applied to the goods or services of such other
9 person, to cause confusion, or cause mistake, or to deceive;
10 that all statements made herein of his own knowledge are true
11 and that all statements made on information and belief are
12 believed to be true; and further, that these statements were
13 made with the knowledge that willful, false statements and the
14 like so made are punishable by fine or imprisonment, or both,
15 under Section 1001 of Title 18 of the United States Code and
16 that such willful, false statements may jeopardize the
17 validity of the Application or document or any registration
18 resulting therefrom.
19

20 POWER OF ATTORNEY

21 *File*
22 *CA*
23 Applicant hereby appoints NELTON B. WHANN, 11031 Via
24 Frontera, San Diego, California, 92127, a member of the Bar of
25 the State of California, to prosecute this Application to
26 register, to transact all business in the Patent Office in
27 connection therewith and to receive the Certificate of
28 Registration.

29 Dated: *October 15, 1984*

MANAGEMENT AND EDUCATIONAL
DEVELOPMENT, INC.

30
31 By: *Paul Hersey*
32 PAUL HERSEY, President



LAW OFFICES
WELTON B. WHANN
PATENT, TRADEMARK & UNFAIR COMPETITION CASES
15031 VIA PROCTERA
SAN DIEGO, CALIFORNIA 92127
(619) 595-0300

505693

October 24, 1984

Commissioner of Patents
and Trademarks
Washington, D.C. 20231

RE: Application for Multi-Class Registration
of the mark SITUATIONAL LEADERSHIP

Dear Sir or Madam:

Enclosed are the following in connection with the
above-referenced Application:

1. Application for Multi-Class Registration
2. Check for \$350.00
3. Postal Card for acknowledgment of receipt
4. Five specimens of the mark for each class

Thank you for your assistance in this matter.

Sincerely,

Welton B. Whann

WELTON B. WHANN

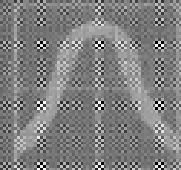
WBW:bjs
Enclosures

| FORM PTO-1328 (REV. 1/83) | | U.S. DEPARTMENT OF COMMERCE PATENT AND TRADEMARK OFFICE | | | | | | |
|---|---|--|---|---------------------------|-------------------------------------|-------------------------|-------------------|--|
| TRADEMARK APPLICATION FILE DATA WORKSHEET | | | | | | | | |
| F2 | 1. SERIAL NUMBER 505693 | 2. FILING DATE 10-26-84 | | 3. LAW OFFICE 1 | | | | |
| | 4. REGISTERED TYPE PR | | 5. MARK DRAWING CODE 1 | | | | | |
| | SITUATIONAL LEADERSHIP | | | | | | | |
| | | | | | | | | |
| F3 | 1. INT. CL. 016 | 2. 1st USE DATE 02/01/1967 | 3. 1st COMMERCE 02/01/1967 | 4. PAD Y | 5. PRIOR U.S. CLASSES 038 | | | |
| | 041 | 02/01/1967 | 02/01/1967 | Y | 107 | | | |
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| F4 | APPLICANT INFORMATION | | | | F5 | ENTRY NO. | APPLICANT ADDRESS | |
| | 1. ENTITY | 2. ENTRY NO. | 3. CITIZENSHIP | 4. NAME | | 01 | SEE APPLICATION | |
| | SEE APPLICATION | | | | | 02 | | |
| | | | | | | 03 | | |
| F6,7 CORRESPONDENCE ADDRESS (F6) and ATTORNEYS (F7) - SEE APPLICATION | | | | | | | | |
| F8 | ENTRY NO. 01 | COUNTRY CODE | FOREIGN APPLICATION NO. | | FOREIGN FILING DATE | | | |
| | | FOREIGN REGISTRATION NO. | | FOREIGN REGISTRATION DATE | | EXPIRATION DATE | | |
| | | RENEWAL REGISTRATION NO. | | RENEWAL DATE | | RENEWAL EXPIRATION DATE | | |
| | ENTRY NO. 02 | COUNTRY CODE | FOREIGN APPLICATION NO. | | FOREIGN FILING DATE | | | |
| | | FOREIGN REGISTRATION NO. | | FOREIGN REGISTRATION DATE | | EXPIRATION DATE | | |
| | | RENEWAL REGISTRATION NO. | | RENEWAL DATE | | RENEWAL EXPIRATION DATE | | |
| | F9 PRIOR U.S. REGISTRATIONS - SEE APPLICATION | | | | | | | |
| | F10 | TEXT TYPE CODE | ADDITIONAL TEXT (SEE APPLICATION OR ENTER TEXT BELOW) | | | | | |
| | | | | | | | | |
| EMPLOYEE NUMBER DD | | | | | | | | |

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SITUATIONAL LEADERSHIP TRAINING EVENTS

INTRODUCTION



About Paul Hervey


Dr. Paul Hervey is a senior management consultant with extensive training, lecture and workshop experience throughout the world. He has been instrumental in leading his organization to the top of its industry and has been recognized as a national expert in the field of leadership training. He has been a frequent speaker at national and international conferences and has been a member of several professional associations.

Over the past 10 years, he has been a frequent speaker at national and international conferences and has been a member of several professional associations. He has been a frequent speaker at national and international conferences and has been a member of several professional associations.

Paul Hervey

LEADERSHIP EVENTS

**Schedule
present dates
unknown**



CAUTION

Ship Certification

See Leadership Center for information
on schedule of events. Call 800-456-7890
for more information. For questions, contact
the Leadership Center.

NOTE

The only way to obtain a certificate of completion is to attend the Leadership Center. The only way to obtain a certificate of completion is to attend the Leadership Center. The only way to obtain a certificate of completion is to attend the Leadership Center.

CONNECTED PROGRAMS

The Essentials of Structural Leadership

This program is designed to help you understand the importance of structural leadership in your organization. It is a must-read for anyone who wants to improve their leadership skills.

The Essentials of Situational Leadership (ESI-1)

This program is designed to help you understand the importance of situational leadership in your organization. It is a must-read for anyone who wants to improve their leadership skills.

Power Module

This program is designed to help you understand the importance of power in your organization. It is a must-read for anyone who wants to improve their leadership skills.

Information

For more information, please contact the Leadership Center at 800-456-7890. We will be happy to assist you in any way we can.

SPECIAL PSI TRAINING

ESI-1 Instructor's Training

This program is designed to help you understand the importance of ESI-1 in your organization. It is a must-read for anyone who wants to improve their leadership skills.

STAFF INFORMATION

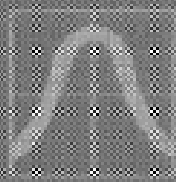
For more information, please contact the Leadership Center at 800-456-7890. We will be happy to assist you in any way we can.

SCHEDULE

For more information, please contact the Leadership Center at 800-456-7890. We will be happy to assist you in any way we can.

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*The most stimulating and relevant
training experience I have had in
training years.*



**SITUATIONAL LEADERSHIP
TRAINING EVENTS**

1 2 3 4 5 6 7 8 9 10 11



Abstract, Final Review


[illegible][illegible][illegible]

LEADERSHIP EVENTS

CONSTRUCTED PROGRAMS

TWO-COMPONENT TRAINING PROGRAM

**Schedule
Present Dates
Sessions**



CAPTION

Ship Certification

For additional information, please contact the following:

IC

For additional information, please contact the following:

The Essence of Situational Leadership

This program is designed to provide a comprehensive overview of the concepts and principles of Situational Leadership. It is a must-attend program for all leaders.

The Essence of Situational Leadership - (ESL-1)

This program is designed to provide a comprehensive overview of the concepts and principles of Situational Leadership. It is a must-attend program for all leaders.

Power Module

This program is designed to provide a comprehensive overview of the concepts and principles of Situational Leadership. It is a must-attend program for all leaders.

Information

For additional information, please contact the following:

SPECIAL TRAINING

ESL Instructor's Training

This program is designed to provide a comprehensive overview of the concepts and principles of Situational Leadership. It is a must-attend program for all leaders.

Two-Component Training Program

This program is designed to provide a comprehensive overview of the concepts and principles of Situational Leadership. It is a must-attend program for all leaders.

Registration Form

For additional information, please contact the following:

SITUATIONAL LEADERSHIP™ AN INTENSIVE EXPERIENCE IN THE PROCESS OF CHANGE

Program

Designed to draw participants on opportunities to apply situational leadership through a case experience and video analysis, this course is designed to enhance the behavioral science theories and concepts that influence action.

During this course, participants will explore the following topics:

- Leadership
- Motivation
- Performance

The program is a two-day course, designed to be completed in two days. The course is designed to be completed in two days. The course is designed to be completed in two days.

This course is an intensive case experience in the process of change. The course is a "work" of a patient who was injured and who became a leader. The "patient" is a person who was injured and who became a leader. The "patient" is a person who was injured and who became a leader. The "patient" is a person who was injured and who became a leader.

Leadership is a process of change. The course is a "work" of a patient who was injured and who became a leader. The "patient" is a person who was injured and who became a leader. The "patient" is a person who was injured and who became a leader.

Course Design and Materials

"Situational Leadership™: An Intensive Experience in the Process of Change" is designed to be completed in two days. The course is designed to be completed in two days. The course is designed to be completed in two days.

Module 1

During this module, participants will explore the following topics: Leadership, Motivation, Performance. The course is designed to be completed in two days. The course is designed to be completed in two days. The course is designed to be completed in two days.

Module 2

In this module, participants will explore the following topics: Leadership, Motivation, Performance. The course is designed to be completed in two days. The course is designed to be completed in two days. The course is designed to be completed in two days.

Module 3

During this module, participants will explore the following topics: Leadership, Motivation, Performance. The course is designed to be completed in two days. The course is designed to be completed in two days. The course is designed to be completed in two days.

Module 4

In this module, participants will explore the following topics: Leadership, Motivation, Performance. The course is designed to be completed in two days. The course is designed to be completed in two days. The course is designed to be completed in two days.

The program is a two-day course, designed to be completed in two days. The course is designed to be completed in two days. The course is designed to be completed in two days.

For Administration: The following:

- 1. Module 1: Leadership
- 2. Module 2: Motivation
- 3. Module 3: Performance
- 4. Module 4: Leadership

Applications

- The program is a two-day course, designed to be completed in two days. The course is designed to be completed in two days. The course is designed to be completed in two days.
- The program is a two-day course, designed to be completed in two days. The course is designed to be completed in two days. The course is designed to be completed in two days.
- The program is a two-day course, designed to be completed in two days. The course is designed to be completed in two days. The course is designed to be completed in two days.

Ordering Information

There are a variety of ways to obtain the training program:

1. Module 1: Leadership
2. Module 2: Motivation
3. Module 3: Performance
4. Module 4: Leadership

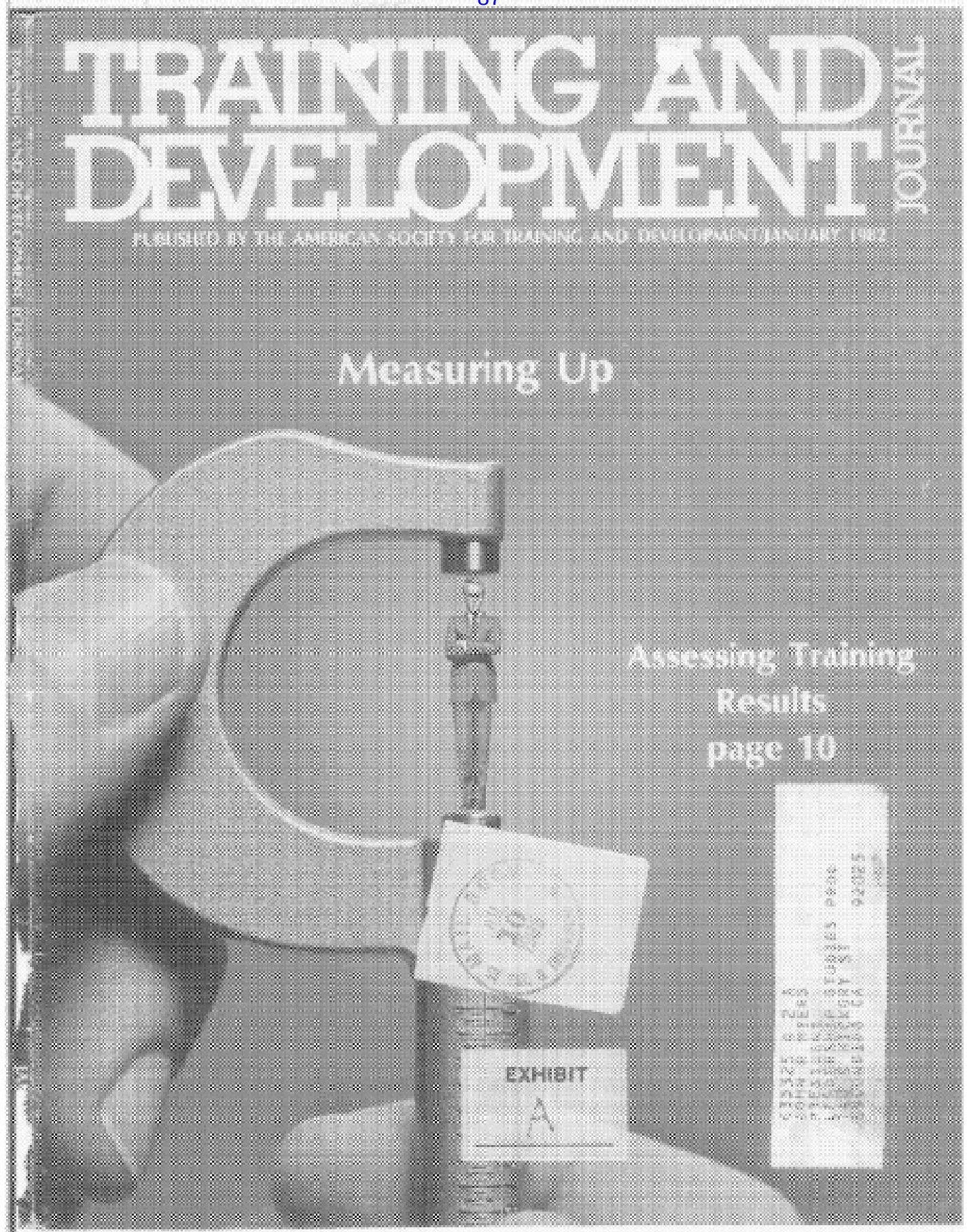
Pricing Information

The program is a two-day course, designed to be completed in two days. The course is designed to be completed in two days. The course is designed to be completed in two days.

For Information Call:



Leadership Effective Productions, Inc.
2400 W. 10th Street
Boulder, CO 80501
(303) 440-1000



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You'll learn to manage conflict and time, solve problems, improve decision making, conduct more effective performance reviews, analyze feedback from your subordinates.

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| WORKSHOPS | DATE |
|---|-------------|
| Managing for Productivity Facilitator's Certification | Feb. 8-12 |
| Quality Circles | Feb. 17-18 |
| Applied Management Series | Feb. 22-23 |
| Managing for Productivity Phase II | March 2-4 |
| Quality Circles | March 17-18 |
| Applied Management Series | March 20-21 |
| Managing for Productivity Facilitator's Certification | April 12-16 |
| Quality Circles | April 21-22 |
| Sign the Thread | April 26-28 |

BOOK ME INTO YOUR WORKSHOP.

Name of Workshop: _____ Date: _____

Your Name: _____

Title: _____

Organization: _____

Address: _____

City: _____ State: _____

Zip: _____ Telephone: _____

Registration fee: \$100.00

(Please send me information about ODI's training courses and workshops.)

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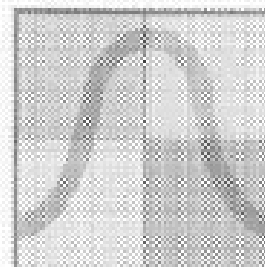
To receive more information and register for the specific workshops you're interested in, just fill out and send in the coupon... and join the more than 500,000 managers who have participated in ODI's training programs.

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10 New England Executive Park,
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Telephone: (617) 552-4100

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"Top quality... clearly identifies learning objectives and learner workload... well received."

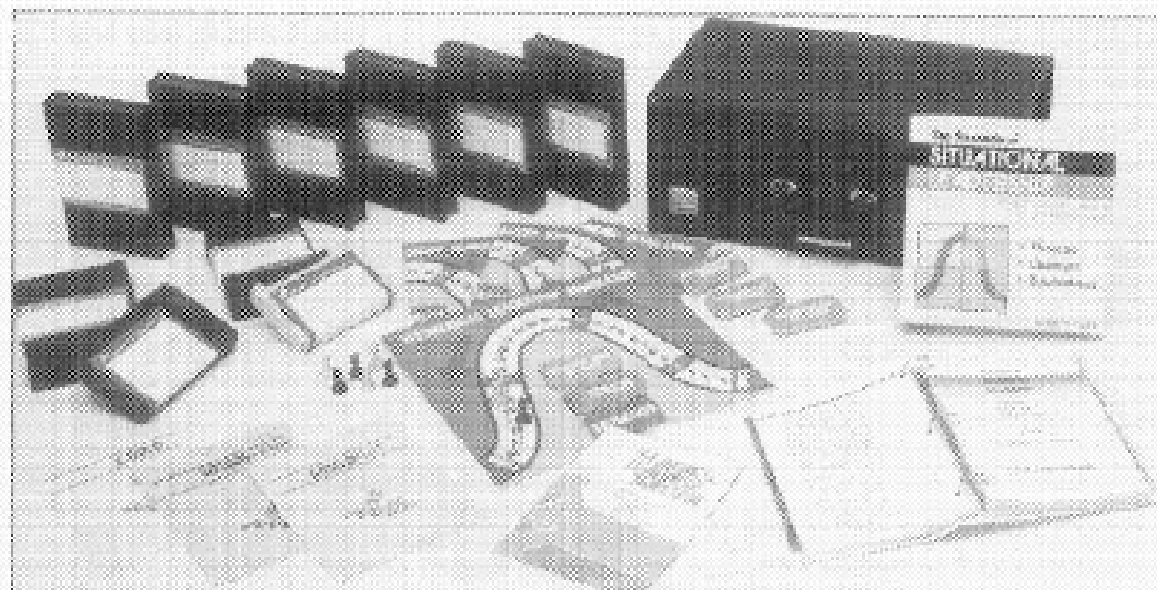
D. M. O'Brien, Bank Corporation

"Our managers say that the program is the most overwhelmingly effective management training they've ever attended... six months later they're still using it and asking for refresher."

Bruce Marks, Bank Corporation, S.C. & Co.

"As new talent emerges, participants come with extensive managerial experience; already gained new insights into their own method of working with others toward accomplishment of organizational goals."

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Circle No. 112 on Reader Service Card

Training and Development Journal, January 1987 — 45

Master's Degree in Organization Development for managers and specialists in personnel and training

How to manage change
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your organization

Mastering technology, a changing
business environment, and rising
employee expectations require
companies quickly adapt and to adapt
change methods and procedures more
flexibly than they thought in the past.



changing their people, doing, providing
them with advice, and structure when
effectively motivates them in efficient
and consistent.

Managing change is the subject of
Pepperdine University's Master of
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It's more than a credential.
The MSOD program provides a broad,
analytical perspective of how and why
organizations change and allows, or fails to
allow, with practical knowledge that can
be applied at home, solving change
problems within your own company, in
your own home, and your company's
current project and strategic planning or
other problem.

The key is behavior—
namely, yours.

Back at your office, the more
perspective you have on doing change,
a different way to be in your old
company, it's for you, as well as change.
While you will learn, people learn change
theory and the contemporary techniques
for implementing it, you also will develop
your individual strengths and
capabilities as an agent of change. There-
fore, you will spend a good deal of time
in skill practice sessions, where you get
advice and faculty feedback.

Nationally known,

experienced faculty.

All MSOD faculty are experienced in
applying the behavioral research
principles of a wide range of

organizations. Many specifically know
managers and consultants who come not
only from Pepperdine but from elsewhere,
from CEO consulting firms, not from
other four and five digit universities.

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leave in California to attend.
Only residents of the state's MSOD
class are California residents, though the
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The MSOD program is 18 months long
and requires no minimum time spent from
work. The first year, you attend six to
seventeen sessions, one every other
month. The last six months, the rest
are one week. The first six months you
spend back home working on your
master's projects.

The start date is July 23, 1992.

Applicants should have a bachelor's
degree, three or more years of experience
in an organization, and employment or full-
time volunteer, and ideally, in some
sponsorship by their company, for an
application, please write or call.

David R. Brown, PhD,
Program Director
(415) 777-1111

Patrick M. Williams, PhD,
Program Coordinator
(415) 777-1111



Pepperdine University School of
Business & Management

201 S. Wood Street, Los Angeles, CA 90040

For a complete program description, send for the Student Handbook of Schools and Colleges.

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we learn to continuously to
ingest new capital and labor to
produce new products with
new, more efficient methods.
What's more, as we become a
more labor-intensive service
economy, productivity im-
provements will increasingly be
embodied in human rather than
machine capital. In 1958, the
share of the service sector in
employment reached 68 percent
and accounted for 46 percent of
the gross national product. Ac-
cording to the latest projection,
that sector will grow faster than
any other between now and
1990. Moreover, the quality of
American services will become
more important as our economy
will increasingly depend on its
competitive advantage in service
industries in international trade.

The age profile of the
American work force will de-
mand greater output per worker.
Before World War II, the ratio
of workers to nonworkers was
nine to one. In 1961, the ratio
dropped to three to one. In 1990,
the ratio will be two to one.
Marked increases in worker pro-
ductivity will be required to sup-
port the after-tax earnings of
workers at reasonable levels and
to maintain a growing dependent
population.

Baby boom to baby bust

Demography will be the most
telling factor for the future of
training. According to one set of
projections, labor force growth
may decline from the current 2.2
percent per annum to an 8.1 to
nine-tenths of one percent per
annum between now and 1990.
Human capital should become
more valuable to public, private
and military institutions as it
becomes more scarce. Unemploy-
ment could fall to 4.5 percent by
1990, even assuming moderate
economic growth. A higher
growth scenario could drop the
rate as low as four percent.
Some analysts suggest that cur-
rent wage advances, Social
Security taxes and a series of
other disincentives add as much
as 1.5 percent to the current
unemployment rate. Inflation



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We Have Just What You Need to Help Managers Boost Their Supervisory Effectiveness!

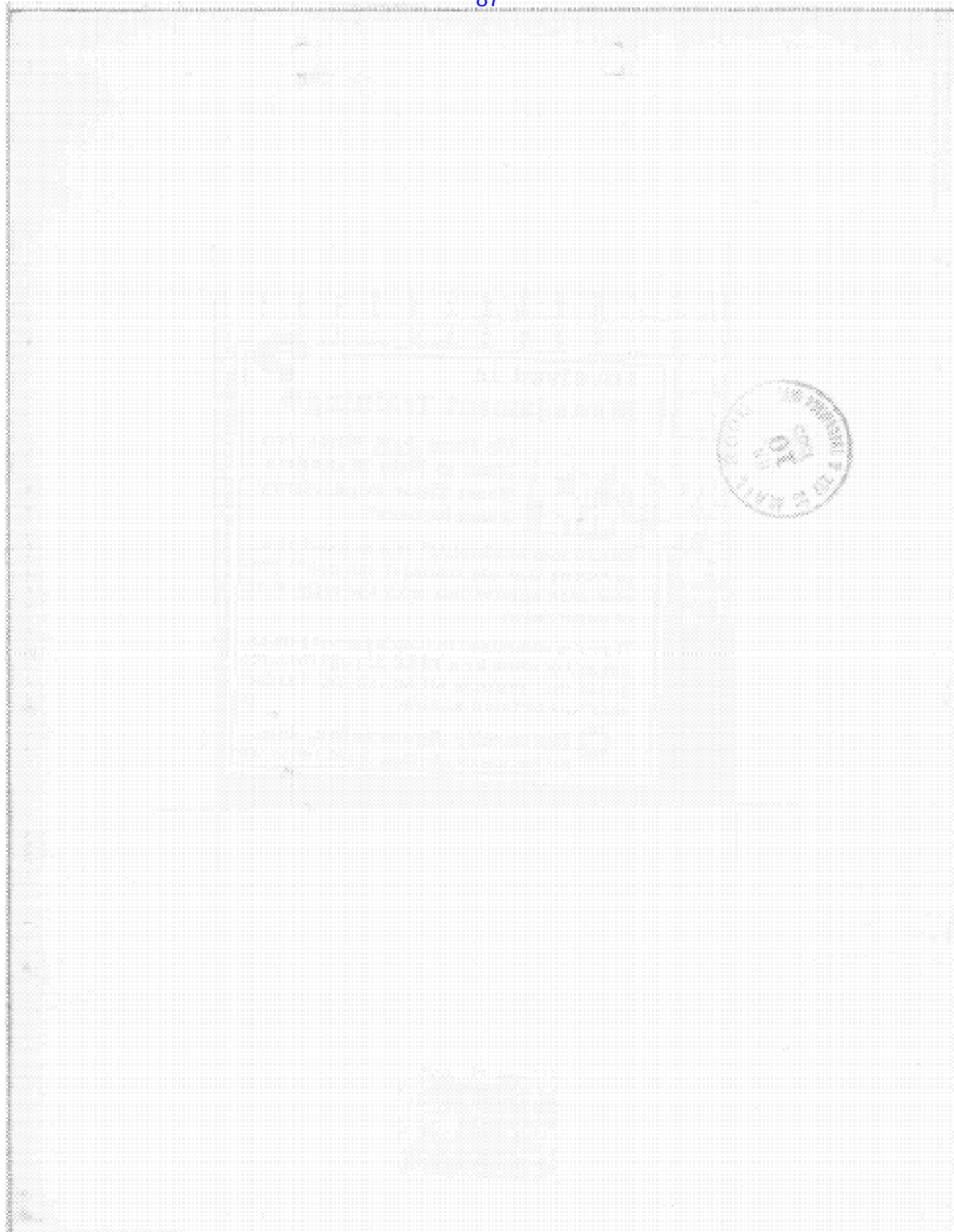
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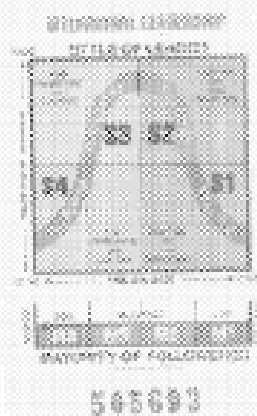
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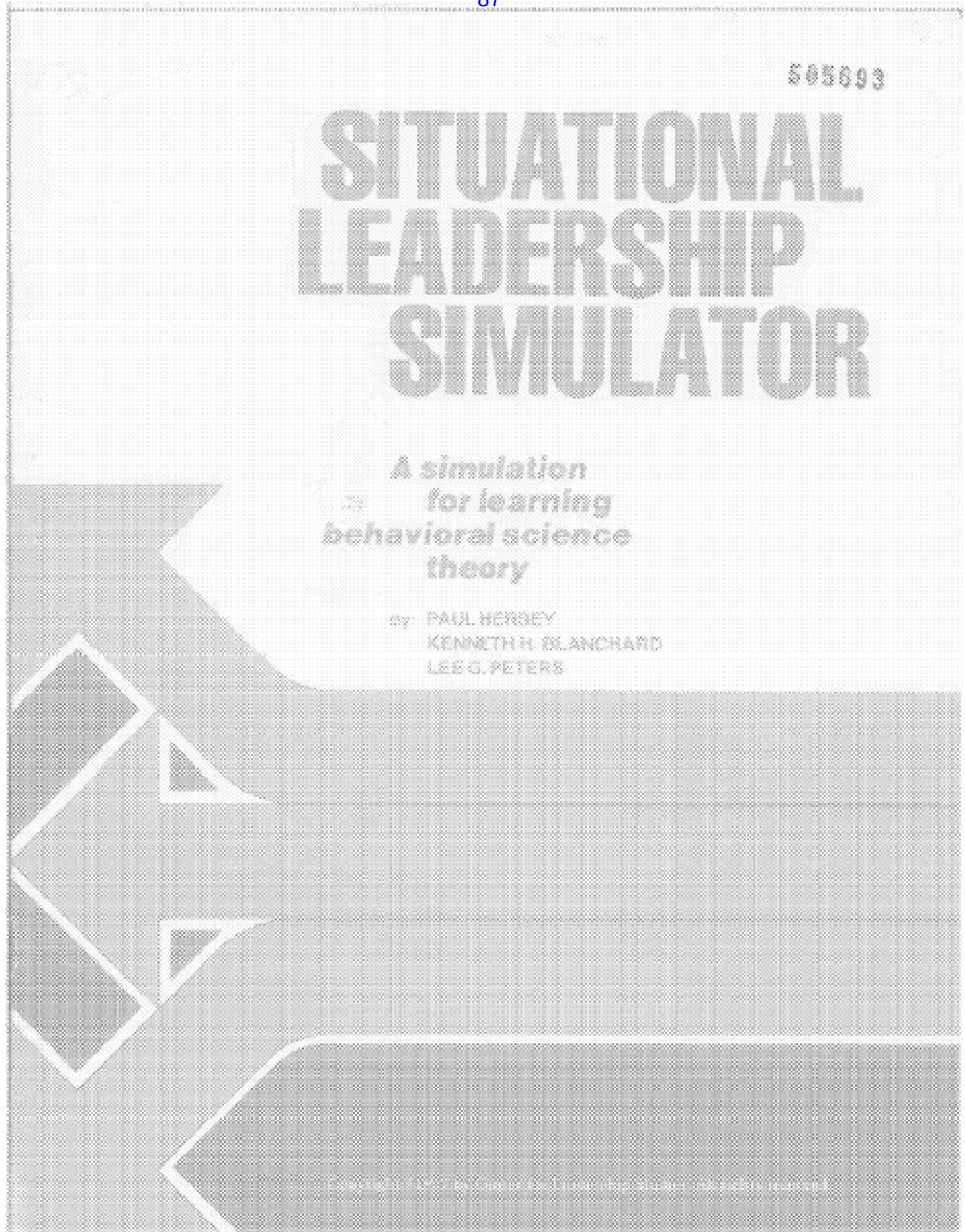
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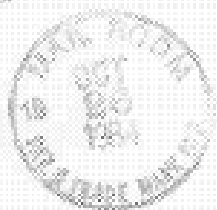
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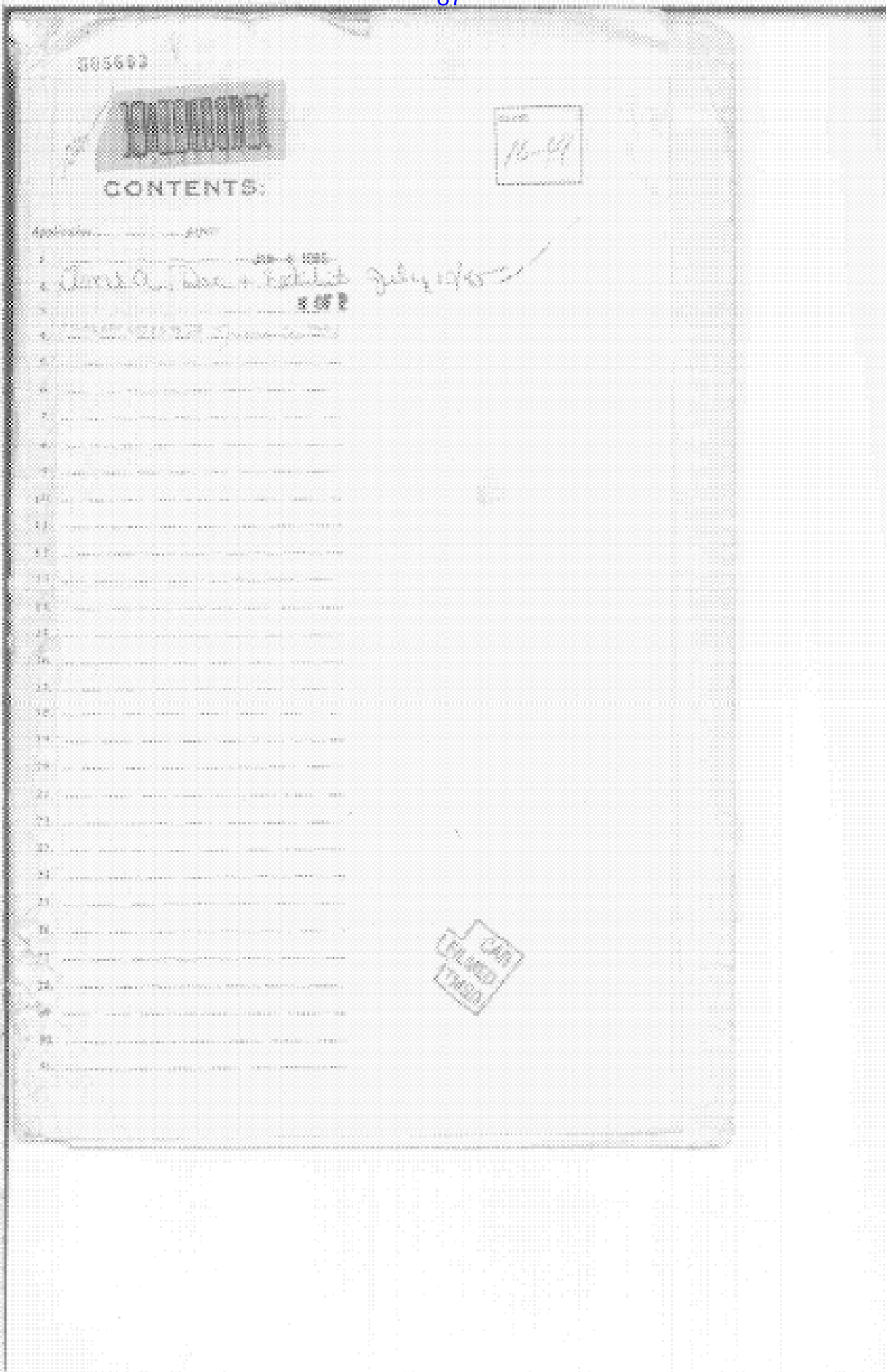
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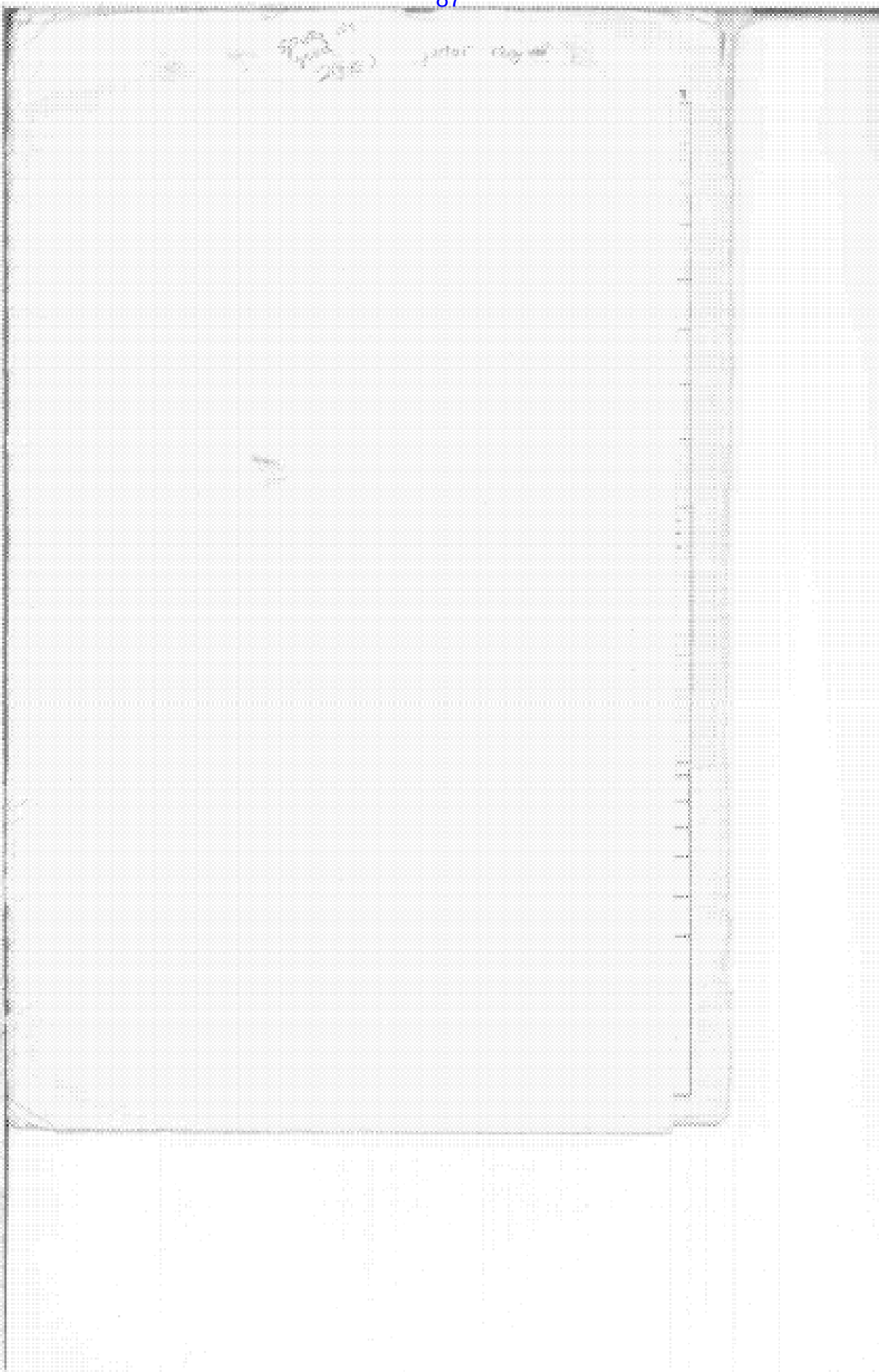
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In re Trademark and Service Mark Registration

Registrant: LEADERSHIP STUDIES, INC.
Registration No: 1,372,474
Registered: 11/26/85
Mark: SITUATIONAL LEADERSHIP

Commissioner of Patents and Trademarks
Washington, D.C. 20231

CHANGE OF ATTORNEY'S ADDRESS

Please change the address of the registrant's attorney and
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c/o HARNESS, DICKEY & PIERCE
P. O. Box 828
Bloomfield Hills, Michigan 48303

Please direct telephone calls to (619) 238-4122.

Dated: March 2, 1992 HARNESS, DICKEY & PIERCE

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Janet VanHandel

Int. Cls.: 16 and 41

Prior U.S. Cls.: 21, 22, 38 and 107

Reg. No. 1,372,474

United States Patent and Trademark Office Registered Nov. 26, 1985

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SITUATIONAL LEADERSHIP

MANAGEMENT AND EDUCATIONAL DEVELOPMENT, INC. (OHIO CORPORATION)
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FOR: EDUCATIONAL KITS FOR IMPROVING MANAGEMENT SKILLS AND EMPLOYEE PRODUCTIVITY, PRIMARILY COMPOSED OF TRAINING MANUALS, VIDEO TAPES, PAMPHLETS, AND A BOARD GAME USED AS AN EXPERIENCE SIMULATOR, IN CLASS 16 (U.S. CLS. 21, 22 AND 38).

FIRST USE 2-1-1967; IN COMMERCE 2-1-1967.

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SER. NO. 301,093, FILED 10-26-1984.

HENRY S. ZAK, EXAMINING ATTORNEY